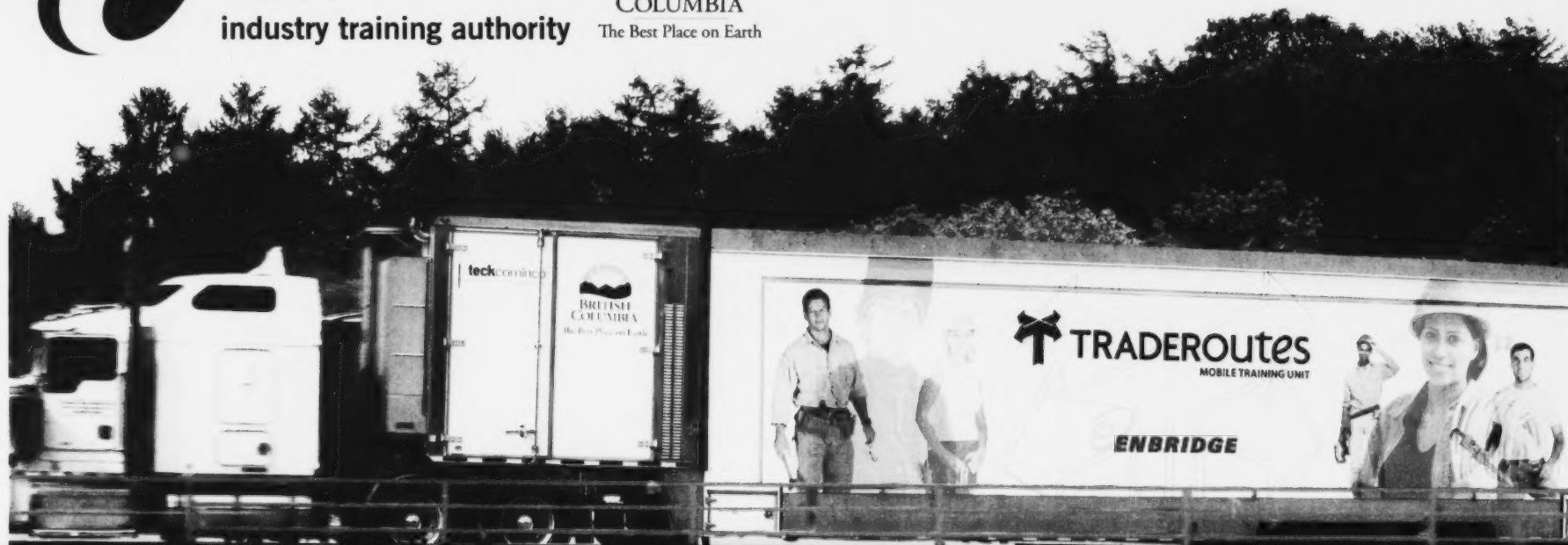




industry training authority

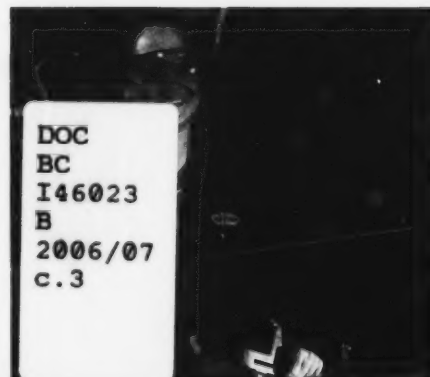


The Best Place on Earth



Annual Report 2006 / 2007

SUSTAINING THE MOMENTUM



SUSTAINING

authority of the 2003/04 year as well as the continued success of the organization. The report provides an overview of the organization's activities, including training, research, industry development, research, and other activities. This report details the activities which are important and have been sustained through the efforts of the ITA and its members.

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YEAR IN REVIEW APRIL 2006

- New apprentice registrations exceeded 1,000 for the month



MAY

- New apprentice registrations exceeded 1,000 for the month



JUNE

- New apprentice registrations exceeded 1,000 for the month
- Release of ITA-funded report on best practices in alternative trades training models across Canada
- Beginning of rollout of new trade-specific application packages to facilitate credit for prior learning applications
- Completion of alternative delivery pilot project at Community Skills Centre (Abbotsford), involving web-based electrical training delivery

SUSTAINING THE MOMENTUM: The key focus for the Industry Training Authority during 2006/07 was to sustain the noteworthy momentum built up over the previous two years, in key areas including training participation, industry leadership, program quality, and client satisfaction. This report details the extent to which that momentum has been sustained, through the efforts of the ITA and its many partners.

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**To the Honourable Colin Hansen
Minister of Economic Development and
Minister Responsible for the Asia-Pacific Initiative and the Olympics:**

On behalf of the board of directors, we are pleased to present the annual report of the Industry Training Authority (ITA) for fiscal 2006/07. It describes outcomes that have better positioned tens of thousands of British Columbians for educational and career success, and enhanced the competitive position of the province as a whole.

Working in close partnership with service providers and stakeholders, the ITA has effected fundamental change and improvement within BC's industry training system. At the outset of the year, the current industry-training framework had already delivered large-scale participation growth, improved cost efficiencies, and other key results.

The challenge during 2006/07 was to sustain this early-stage momentum, particularly in light of continued economic growth and intensifying demands for skilled labour.

The results detailed in this report, in the board's view, demonstrate the ITA's success in meeting the challenge of sustaining momentum. The organization focused during 2006/07 on five goals and 12 associated measures. Targets were achieved, in several cases by significant margins, with respect to all but one of those measures.

The missed target related to apprenticeship completion rates which, while highly variable among training programs, averaged out at three per cent below the 2005/06 level. The ITA is committed to improvement over the next three years – as evidenced by the rigorous measurement methodology now in place, and ongoing research into contributing factors.

Overall, both operational and financial results during 2006/07 have been strong. There was a close alignment between projected and actual financial results, and there was a moderate excess of revenue over expenses at year-end.

The following broad operational achievements were particularly significant during the year. They are elaborated on in the balance of this report.

Effective Industry Direction – Industry engagement continued to strengthen and diversify, most notably through the creation of new sector-specific Industry Training Organizations. A diverse range of six ITOs now have responsibility for the training programs in which close to 90 per cent of all training participants are registered.

Improved Participation and Delivery – The ITA continued to deliver and expand a suite of programs aimed at increased youth participation. Important strides forward were made with respect to regional access to technical training and more flexible delivery generally. The expansion and improvement of pre-apprenticeship programs – now referred to as Foundation Programs – continued within a standardized funding and policy framework.

Customer Service and Satisfaction – The ITA relocated its customer service office, brought this formerly contracted function in-house, and implemented comprehensive customer-service standards. High customer-satisfaction levels were sustained even as significant changes in the delivery model were made.

Going forward into 2007/08 and beyond, key ITA focal points will include – in addition to improved completion rates – expanded supply-side initiatives targeting specific under-represented groups such as aboriginal people. This is both a strategic response to the demand for skilled labour, and consistent with recent direction from government.

JULY 2006

- New apprentice registrations exceeded 1,000 for the month

AUGUST

- New apprentice registrations exceeded 1,000 for the month
- Relocation of ITA Customer Service to Broadway Tech Centre in East Vancouver

SEPTEMBER

- Piping Industry Apprenticeship Board and Fraser Valley Trades Centre became first training providers to successfully complete new ITA private trainer designation process
- Completion of alternative delivery pilot project at Sprott-Shaw Community College (Port Coquitlam), involving self-paced electrical training delivery



Maximizing system capacity – and ensuring timely training availability – will remain a priority. Virtually all of the increase in ITA funding over the next three years will be directed to training delivery. This will be instrumental in following through on the government's commitment to add 7,000 more apprenticeship technical training spaces by 2010.

Of note in this regard is a recently initiated board-level dialogue between the ITA and public colleges, which will be a basis for more effective collaboration going forward. Innovations on the part of many training providers are already proving key to maximizing training-delivery capacity, flexibility and cost efficiency.

This annual report was prepared under the board's direction in accordance with the *Budget Transparency and Accountability Act*. The Board is accountable for the contents, including the selection of performance measures and reporting of results, and is confident in the internal controls in place to ensure accuracy. The information presented has been prepared in accordance with the BC Reporting Principles and reflects performance for the year ending March 31, 2007, with reference to the February 2006 service plan. All significant decisions, events and identified risks, as of May 31, 2007, have been considered. Changes relating to performance expectations made since the February 2006 service plan – along with any significant data-reliability limitations – are identified.

Board Transition

Bev Briscoe, who has chaired the ITA board of directors since the organization's inception in 2004, completed her term as both a director and chairperson effective May 31, 2007. **Frank Borowicz** has been appointed as the new board chair. Biographical information is available at www.itabc.ca.

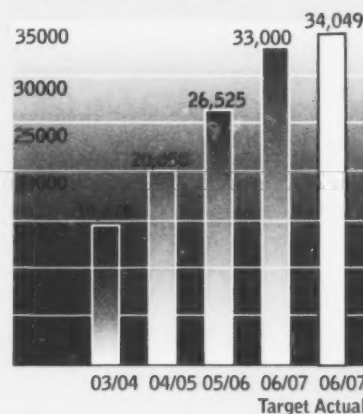
The directors, management and staff of the ITA express their deep appreciation for Bev Briscoe's commitment and leadership during a pivotal period in the development of BC's industry training system. Her contributions have been instrumental to achievement of the outcomes detailed within this report, and to the ITA's success over the past three and a half years.

Bev Briscoe
Outgoing Chair, Board of Directors

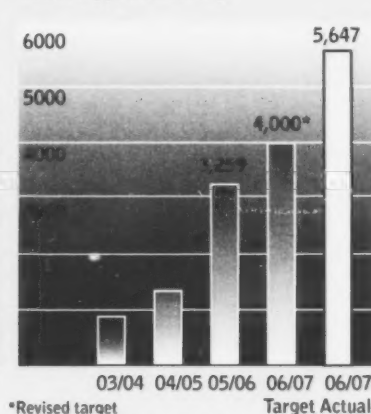
Frank Borowicz
Incoming Chair, Board of Directors

2006/07 PERFORMANCE HIGHLIGHTS

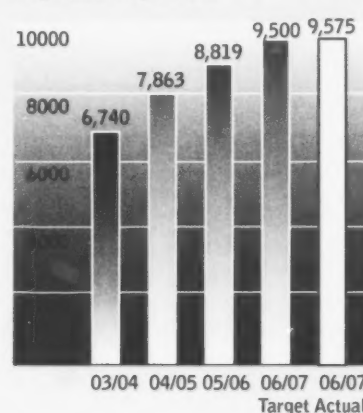
Registered Participants



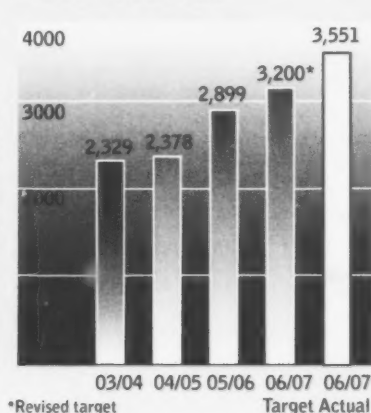
Youth Apprenticeship



Registered Sponsors



Credentials Awarded



OCTOBER 2006

- New apprentice registrations exceeded 1,000 for the month
- Launch of www.theskilledlife.com on national Skilled Trades Day – a trades career web resource for youth (see page 22)
- Approval of three new ITOs: Construction Industry Training Organization, Resource Industry Training Organization, and go2 (Tourism Industry)

NOVEMBER

- New apprentice registrations exceeded 1,000 for the month
- Final approval of modifications to several mobile crane-related training programs, representing four of 13 existing programs updated to ITA standards during the year

DECEMBER



Photos on this page courtesy of Camosun College, Victoria

Maximizing system capacity – and ensuring timely training availability – will remain a priority. Virtually all of the increase in ITA funding over the next three years will be directed to training delivery. This will be instrumental in following through on the government's commitment to add 7,000 more apprenticeship technical training spaces by 2010.

Of note in this regard is a recently initiated board-level dialogue between the ITA and public colleges, which will be a basis for more effective collaboration going forward. Innovations on the part of many training providers are already proving key to maximizing training delivery: capacity, flexibility and cost efficiency.

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Bev Briscoe

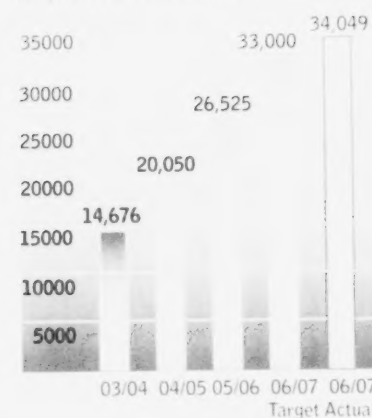
Outgoing Chair, Board of Directors

Frank Borowicz

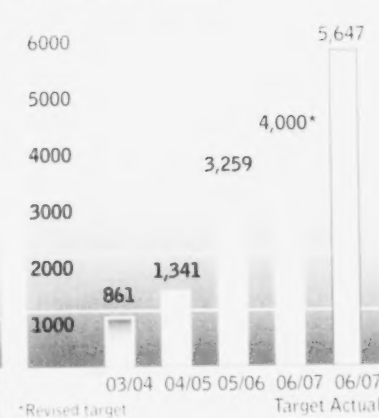
Incoming Chair, Board of Directors

2006/07 PERFORMANCE HIGHLIGHTS

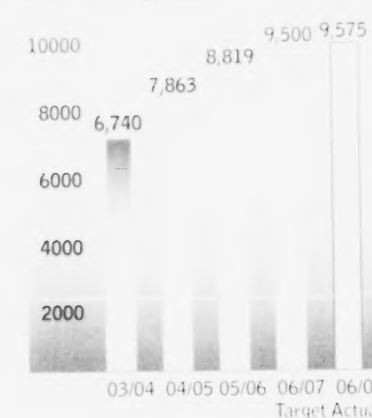
Registered Participants



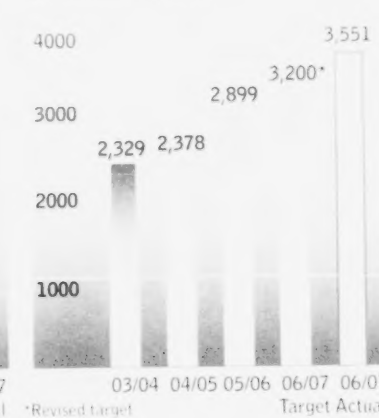
Youth Apprenticeship



Work-based Supervisors



Grants/Contributions Awarded



- New apprentice registrations exceeded 1,000 for the month.
- Launch of www.theskilledlife.com on national Skilled Trade Day – a trades career web resource for youth (see page 22).
- Approval of three new ITOs: Construction Industry Training Organization, Resource Industry Training Organization, and 662 (Tourism Industry).

- New apprentice registrations exceeded 1,000 for the month.
- Final approval of modifications to several multiple training programs, representing four of 13 existing programs updated to ITA standards during the year.



Photos on this page courtesy of Campbell College, Victoria

MESSAGE FROM THE CEO

During 2006/07 – the Industry Training Authority's (ITA) third full year in operation – we continued to deliver significant and strategically targeted growth, while maintaining an effective focus on the quality of customer service and programs provided.

The strong momentum of the previous year – generated in significant part by the new industry-training model which the ITA established and continues to put into operation – was sustained.

While the ITA is accountable for industry-training outcomes, it is tasked primarily with governance-related rather than direct implementation responsibilities. The achievements detailed in this report therefore reflect not just our own efforts – but also the engagement and commitment of our customers, service providers and the broader stakeholder community.

We continue to be gratified by the growing strength of all of these relationships. There is a strongly held and widely shared determination to provide high-quality and comprehensive training opportunities, enabling British Columbians to fully participate in and sustain today's prosperity.

Industry and employers represent one of our two customer groups, and are our primary source of direction regarding labour-market requirements and program standards. Increasingly, this direction is provided through sectoral Industry Training Organizations.

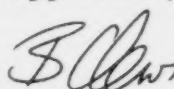
The network of ITOs in place at the end of 2006/07 includes sectors with a long-standing and extensive involvement in industry training, and ones for whom it is an emerging focal point. These organizations have assumed responsibility for the training programs in which the large majority of participants are registered and expansion of the network continues.

Apprentices, and trainees in pre-apprenticeship or Foundation Programs, are our other customer group. The goals we pursued in 2006/07 all relate in some way to the quality of their training experience, and we are pleased with results on specific measures relating to awareness, intent, and satisfaction.

Key relationships extending beyond our customer groups have also been strengthened. We have increasingly constructive and productive relationships with the growing range of institutions that deliver technical training, including five new private trainers who began doing so during 2006/07 after successfully completing our new designation process. A key focus during 2007/08 will be to build further on recent improvements in our relationships with public training institutions.

An expanded focus on supply-side initiatives will require us to further extend the reach of our stakeholder relationships. In so doing, we will gain the benefit of even broader industry training-related perspectives and commitments.

Let me conclude by once again thanking our stakeholders for their contributions to sustained industry-training momentum in BC during 2006/07. The outcomes detailed in this report are shared achievements, and we look forward to ongoing and expanded engagement in the years ahead.


Brian Clewes

Chief Executive Officer

JANUARY 2007

- Final approval of new Communication Technician and Marine Mechanical Technician programs, representing two of nine new training programs established during the year



FEBRUARY

- Provincial government commits to creating 7,000 more apprenticeship technical training spaces by 2010, and to increasing the number of ITOs



MARCH

- New apprentice registrations exceeded 1,000 for the month
- Launch of Trade Routes mobile training unit
- Launch of Top in Trades professional recognition program
- A record 470 graduates were awarded \$1,000 scholarships, recognizing successful participation in the Secondary School Apprenticeship program
- Completion-tracking for Foundation Program participants initiated, facilitating automatic level credit and continuation to apprenticeship

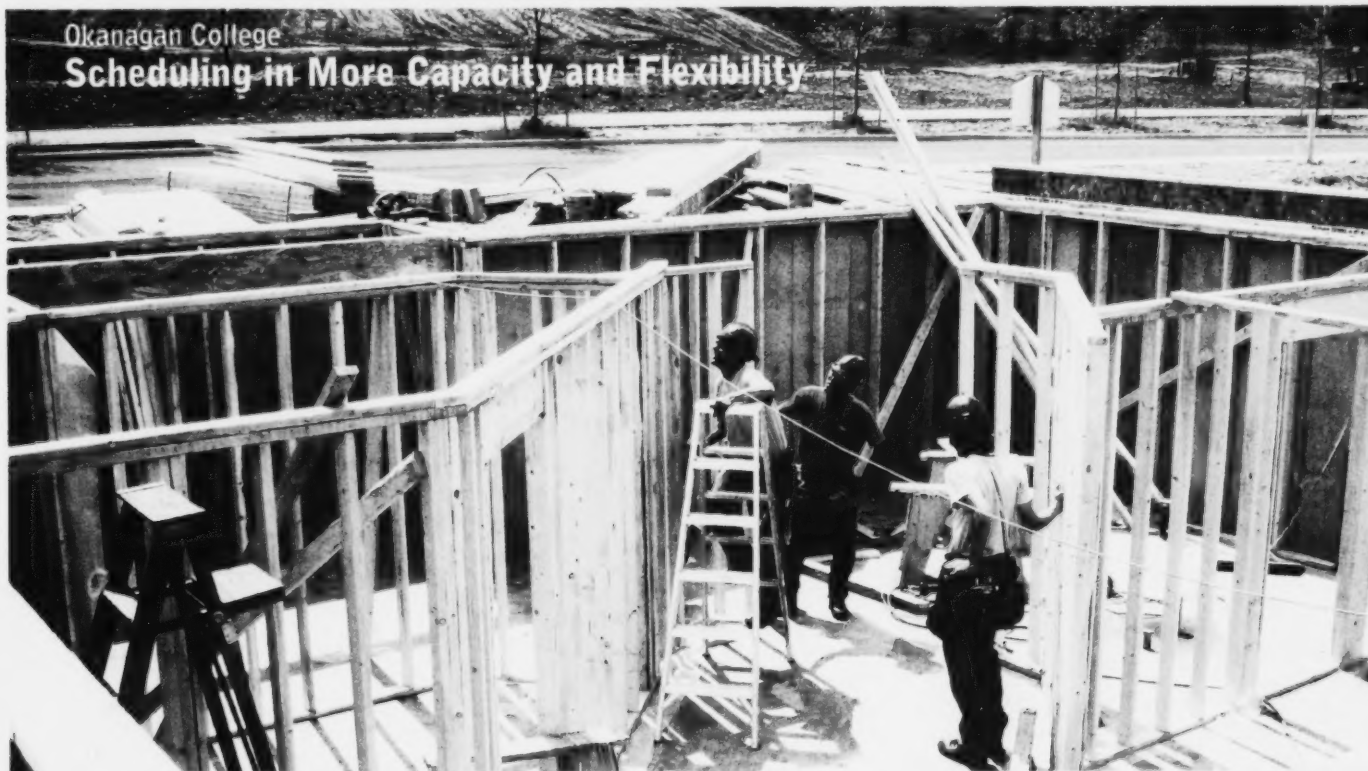
PARTNERS IN . . .

Sustained momentum in 2006/07 has been a function of the policies and programs created by the Industry Training Authority – and also of the efforts of many service providers and other partners who have put them into practice. Throughout this report, we highlight the efforts and achievements of a small sample of these partners.

... SUSTAINING THE MOMENTUM

Okanagan College

Scheduling in More Capacity and Flexibility



PARTNERS IN . . .

Okanagan College is expanding use of alternative training schedules, to get more from existing capacity and to better serve apprentices and employers. By adding more hours per day, many apprentices are able to cut their training week from five days to four.

This provides more flexibility, and reduces costs for out-of-town apprentices. The initiative has enabled Okanagan to reduce waitlists – and to increase capacity by about 25% – across the high-demand welding, carpentry, electrical and plumbing programs.

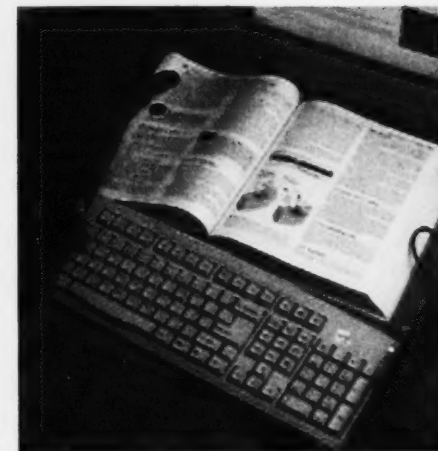
Further scheduling adjustments will make it possible for apprentices to complete some six-week programs in only five – an outcome of keen interest to employers who want to minimize apprentices' time away from busy workplaces.

Dean of Trades and Apprenticeship John Haller says the enhanced flexibility has enabled Okanagan College to better serve its region, and has also attracted larger numbers of apprentices to its programs from outside the region.

Okanagan College has also significantly expanded trades-training availability at its satellite campuses in Salmon Arm, Vernon and Penticton. Mobile training equipment is packed up and moved each six months – allowing local delivery of welding, electrical and plumbing programs across a wide area on a rotating basis.

... SUSTAINING THE MOMENTUM

Vancouver Community College Technical Training: Just a Mouse-Click Away



PARTNERS IN ...

A full-scale, online technical training program – for the high-participation Automotive Collision and Refinishing trade – was in advance testing stages at Vancouver Community College in late 2006/07. VCC plans to begin offering it in January 2008.

More than just a tutorial, the program provides a web-based and self-paced curriculum, covering all theoretical components of the technical training. Participants will be supported by a designated mentor at their workplace, and will spend two weeks on-site at VCC at the end of each level focusing on practical components and evaluation.

That will reduce the current five-week on-site requirement by more than half – to the significant benefit of apprentices and their employers.

Department Head Mario Trettenero says VCC anticipates 80% of its apprentices will ultimately take the online route. The program is fully aligned with Red Seal standards, and there is strong interest in its adoption at other colleges and in other provinces.

VCC is also developing online programs for other automotive trades, and for professional upgrading (including one for designated mentors). The ITA and the Ministry of Advanced Education (through its BC Campus Initiative) have provided funding, while a program advisory committee has been a primary source of industry support and input.

... SUSTAINING THE MOMENTUM

ORGANIZATIONAL OVERVIEW

Public Interest Served

The Industry Training Authority (ITA) governs and advances BC's industry training system, based primarily on direction from industry. It advances public interests in seeing labour-market needs met, and in minimizing the impact of skills shortages on economic growth and competitiveness. It also advances the closely related public interest in enabling individual British Columbians to meet their educational and career objectives.

The ITA has responsibility for an increasingly diverse range of programs with these common features: they involve primarily on-the-job training; the relevant standards are industry-defined; and a government-endorsed credential is awarded upon completion.

The ITA's legislative mandate is defined in the *Industry Training Authority Act*, and further specified through shareholder's letters of expectations and budget and accountability letters, executed by the relevant minister and assistant deputy minister respectively. Accountability is provided primarily through the annual service planning and reporting process, with supplemental performance reports published monthly.

The *Industry Training Authority Act* creates the following key powers and responsibilities on the part of the ITA and its designates:

- designate training programs as recognized programs;
- recommend accredited (Red Seal) programs to the minister;
- develop standards for recognized and accredited programs;
- determine eligibility for participation in programs;
- develop examination and assessment standards;
- develop criteria to award credentials;
- recognize and approve trainers;
- award, or authorize trainers and training institutions to award, credentials; and
- fund training and set standards for trainers receiving funding.

Further accountabilities and governance requirements for the ITA and other Crown agencies are set out in the *Budget Transparency and Accountability Act*, the *Financial Information Act* and the *Financial Administration Act*.

Strategic Direction

The ITA's vision, mission and value statements are sources of high-level strategic direction for the organization's activities.

The board of directors continually assesses the ITA's operating environment. It provides guidance as to how the vision and mission can be translated into time-specific goals, strategies, measures and targets; and as to how ITA values can best be promoted during the implementation of these operational aspects of the organization's strategy.

HIGH-LEVEL STRATEGIC DIRECTION

Our Vision:

What the ITA wants to achieve

British Columbians have affordable access to quality, relevant, managed and accountable industry training that meets the needs of industry and learners.

Our Mission:

How the ITA contributes to achieving its vision

The ITA provides effective governance for BC's industry training system, thus assuring a timely supply of skilled labour for industry and career development opportunities for British Columbians. The ITA facilitates industry leadership in the training system, thereby assuring the relevance and effectiveness of training outcomes.

Our Values:

Principles characterizing the way in which the ITA goes about achieving its vision and fulfilling its mission

Quality – Our standards will be clear, measurable and outcomes based. Training will be current and relevant. We will use competitive training sources, while maintaining the highest standards of training.

Skill Development Opportunity – Training will be accessible to British Columbians and we will recognize skills obtained in other jurisdictions. British Columbia credentials will be portable throughout the province and other jurisdictions. The system will be flexible and offer multiple paths and timeframes. We recognize the learner's obligation for personal development and life-long learning.

Accountability – We will respond to customer needs and be considerate of other stakeholder inputs. We will answer to the shareholder and the public with integrity and openness. We will be performance based and meet our shareholder expectations, continuously assessing our training programs to ensure they meet the needs of our customers – employers and learners. We will also operate with fiscal responsibility, using criteria-based decision making, and achieve positive outcomes from the training dollars invested.

Operational Strategic Direction:

Goals, Strategies, Measures / Targets

See page 12

The board conducts a focused strategic planning exercise each fall, which has a particularly significant bearing on goal selection for the next service plan update.

The ITA's values are broad in scope and general in application. The goal of providing infrastructure for industry leadership, primarily through sectoral Industry Training Organizations (ITOs), is illustrative of the way in which values guide operations, in that it encompasses all three values.

ITOs have primary responsibility for the clarity and currency of training program standards (Quality). They are tasked with creating more flexible pathways towards credentials (Skills Development Opportunity). And in the context of the services and products they deliver to the ITA, they operate within a performance planning and reporting framework aligned with the ITA's own (Accountability).

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Operational Strategic Direction: Goals, Strategies, Measures / Targets

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ORGANIZATIONAL OVERVIEW

Structure and Services Delivery

The ITA has an executive and administrative staff of 21, who work from an office in Richmond. These individuals are involved in the core functions of governance, policy development and system-wide coordination. Staff within this group are organized along these functional lines:

- customer service
- product (training program) development
- finance and administration
- policy and research
- Industry Training Organization (ITO) development
- communications and marketing

See page 40 for a listing of the ITA's senior management.

The ITA has a customer-service staff of 19, who work from an office in Vancouver. Key services provided include registrations, assessments of applications for credit based on prior experience, examinations, maintenance of apprenticeship records, certifications, and provision of general information.

Collectively, the ITA serves a customer base made up of two components:

Industry – any employer or group of employers with a need for formally trained workers possessing credentials within the ITA's scope of operations; and

Learners – apprentices and Foundation Program (pre-apprenticeship) trainees who participate in industry training programs with the intent of obtaining skills and credentials that are in-demand on the part of industry.

A rigorous measure of customer satisfaction with ITA service is obtained through annual surveys, conducted by external market-research experts. This is the subject of a performance measure, and the methodology and results are outlined elsewhere in this report. (See page 19.)

The customer service function was formerly contracted out to Service BC, but was brought in-house during 2006/07, and the current customer service office established (replacing a Service BC office in Burnaby). Service BC continues to provide information and services on behalf of the ITA, such as examination sittings, at its offices in 59 communities throughout BC.

The ITA is a small and centralized organization with a broad and province-wide mandate. It relies extensively on two categories of service-delivery partners:

Partner Services Provided	Industry Training Organizations	Training Providers
	Six sectoral ITOs have responsibility for training programs encompassing close to 90 per cent of all participants. Key responsibilities include defining training volume requirements, setting and maintaining program standards, developing new training programs, and providing services to industry and learners.	During 2006/07 16 public training institutions and 21 private training institutions provided training aligned with ITA standards and leading to ITA credentials. (Public institutions provide more than 90% of all training, as measured by financial contributions from the ITA.)
Accountabilities	ITOs are partially funded by the ITA and provide defined services on a contractual basis, while operating with high degrees of autonomy. They submit annual business plans and quarterly and annual reports, including performance measures aligned with the ITA's own.	Institution-specific training purchase plans (on which the relevant ITOs provide input) specify the type and scope of training provided in return for defined ITA funding. Individual plans are consistent with a system-wide financial and accountability framework. Institutions wishing to deliver ITA programs, which they have not previously delivered, must go through a designation process.

The ITA has also established what in some cases are very broad and close working relationships with various stakeholder groups. This includes educators within the K-12 system, trade unions and affiliated organizations, and representatives of currently under-represented groups such as aboriginal people and immigrants.

Top BC Tradespeople Recognizing Excellence and Inspiring Participation



PARTNERS IN ...

Tamara Pongracz – a faculty member in BCIT's Trades Discovery Program – is among several highly accomplished BC tradespeople who lent their names and support to help launch the ITA's new "Top in Trades" recognition program in March 2007.

A parallel to the many recognition programs in non-trades professions, Top in Trades will underscore the rewards and value of trades careers. A dozen BC tradespeople will be selected for an award based on their career accomplishments and their commitments to community, training and safety. More than 200 nominations were received for the inaugural award.

Pongracz says she supports initiatives like this one because society needs to attach as much importance to trades training and credentials as it does to other types of post-secondary education. Current skills shortages, she adds, reflect misconceptions about trades and demonstrate that perceptions still need to be improved.

Other tradespeople who were profiled as part of the promotion of Top in Trades include former premier and millwright Dan Miller and chef Angelo Prosperi-Porta.

... SUSTAINING THE MOMENTUM

Introduction

During 2006/07, the Industry Training Authority (ITA) sustained the momentum achieved during previous years, through the pursuit of five goals and 12 associated performance targets (all but one of which were quantitative), as defined in the organization's service plan tabled in February 2006. The completion rate performance measure was the only one relative to which the 2006/07 target was not met.

Operating Environment

Key opportunities, risks and capacity issues that shaped the ITA's 2006/07 operating environment are summarized on the next page. This includes both external trends and developments impacting upon the ITA's mandate and operations, and other considerations internal to the training system.

Capacity issues are of varying types. They include the resources available to the ITA itself (budgets, staffing and infrastructure) and broader issues such as the availability of technical training facilities.

The ITA, in collaboration with its service delivery partners, had sufficient capacity to discharge its mandate and largely achieve its performance targets during 2006/07. Initiatives are in place to address various longer-term capacity-related issues.

In part, this will be achieved through an increase in the ITA's budget over the next three years, and through infrastructure enhancements such as a new information technology (IT) platform. Key broader initiatives include the further expansion of the ITO network and increased diversification in training providers and delivery methods where needed. The ITA will also continue to work with public trainers to effectively utilize the infrastructure within this system.

Of further note are continued expressions of interest in new training programs covering occupations and functions beyond those traditionally associated with industry training. A policy-based delineation of the parameters of the industry training model will likely need to be arrived at, with reference to the ITA's budgetary and staffing resources.

Effective and achievable response strategies are in place relative to the risks identified on the next page, which should mitigate if not avoid potential negative outcomes. Beyond these specific strategies, the ITA also follows a range of standard business risk-management practices relating to matters such as data integrity, financial accountability, privacy protection, human resource and succession planning, and reputation management.

Key Strategic Issue	Overview	Performance Impacts & Outlook
Labour Market Demand Growth	Employment grew by 3.1% in BC in 2006, and is forecast to continue to increase by a significant 1.9-2.0% for 2007-2011, adding tens of thousands of jobs each year. Trades-dependent sectors such as construction are among those experiencing the strongest growth.	Labour market demand growth has had a positive impact on ITA performance to date, in that it creates employment and training opportunities. Such opportunities in turn support targeted growth in participation (apprentices and employers) and credentials achieved, and likely positively impact intent-related performance.
Labour Market Supply Constraints	Employment growth exceeded labour-force growth during 2006, driving unemployment down to historically low levels at which it is forecasted to stabilize for 2007-2011. There will be high levels of retirement in many trades-related occupations in the years ahead, thus exacerbating supply-side constraints. Of further note is the continued under-representation of significant segments of the labour market, such as women and aboriginals.	Labour market supply constraints have the potential to negatively impact targeted growth in apprenticeship participation, particularly as recruitment into training programs becomes more competitive. The ITA is mitigating this risk through an increased focus on innovation and flexibility in training delivery, and on supply-side initiatives to recruit women and aboriginal people in future years (supplementing a strong current focus on youth recruitment).
Industry Support	The success of the BC industry training model depends on significant and sustained engagement and resource commitment on the part of industry, most particularly through ITOs.	The ITA has achieved targeted growth in the number of ITOs in operation – a key metric of industry support – and has put policies in place to expedite the further expansion of this framework. Continued industry engagement at current levels will support ITA performance across all goals and measures.
Technical Training Capacity	Rapid increases in participation in industry training have strained the capacity of the system to provide timely access to technical training programs. This is often a function of the timing of funding allocation adjustments relative to emerging program or region-specific demands. This has resulted in waiting periods that sometimes exceed a 12-month benchmark.	Technical training capacity constraints have the potential to negatively impact targeted growth and related measures such as completion, and likely already have to some extent. The ITA is mitigating this risk by facilitating capacity-enhancing delivery innovations on the part of training providers, and during 2007/08 it will further develop an alternative-delivery strategy, and begin tracking the number of apprentices waiting for longer than the 12-month benchmark. A review of capacity issues related to trades technical training is also underway, and is being jointly conducted by the ITA and the Ministries of Economic Development and Advanced Education.
National Standards	Most high-participation trades fall under the Red Seal umbrella, and utilize national certification exams. The value of national standards is universally recognized. But there is growing acknowledgement, by a wide range of stakeholders (reflected in the initiation of a comprehensive review by the Canadian Council of Directors of Apprenticeship), that the Red Seal program may not be sufficiently robust to meet current expectations. Variable and sometimes low exam pass rates are among the current deficiencies.	Deficiencies in the national system have the potential to negatively impact key ITA performance measures, such as completion rates and client satisfaction. The ITA is mitigating this risk through active engagement in the Red Seal review, and has also increased its commitment to the Red Seal program generally. Furthermore, the ITA is advocating for governance reforms and a heightened focus on Red Seal performance outcomes.

Key Strategic Issue

Overview

Performance Impacts & Outlook

Labour Market Demand Growth

Employment grew by 3.1% in BC in 2006, and is forecast to continue to increase by a significant 1.9-2.0% for 2007-2011, adding tens of thousands of jobs each year. Trades-dependent sectors such as construction are among those experiencing the strongest growth.

Labour market demand growth has had a positive impact on ITA performance to date, in that it creates employment and training opportunities. Such opportunities in turn support targeted growth in participation (apprentices and employers) and credentials achieved, and likely positively impact intent-related performance.

Labour Market Supply Constraints

Employment growth exceeded labour-force growth during 2006, driving unemployment down to historically low levels at which it is forecasted to stabilize for 2007-2011. There will be high levels of retirement in many trades-related occupations in the years ahead, thus exacerbating supply-side constraints. Of further note is the continued under-representation of significant segments of the labour market, such as women and aboriginals.

Labour market supply constraints have the potential to negatively impact targeted growth in apprenticeship participation, particularly as recruitment into training programs becomes more competitive. The ITA is mitigating this risk through an increased focus on innovation and flexibility in training delivery, and on supply-side initiatives to recruit women and aboriginal people in future years (supplementing a strong current focus on youth recruitment).

Industry Support

The success of the BC industry training model depends on significant and sustained engagement and resource commitment on the part of industry, most particularly through ITOs.

The ITA has achieved targeted growth in the number of ITOs in operation – a key metric of industry support – and has put policies in place to expedite the further expansion of this framework. Continued industry engagement at current levels will support ITA performance across all goals and measures.

Technical Training Capacity

Rapid increases in participation in industry training have strained the capacity of the system to provide timely access to technical training programs. This is often a function of the timing of funding allocation adjustments relative to emerging program or region-specific demands. This has resulted in waiting periods that sometimes exceed a 12-month benchmark.

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National Standards

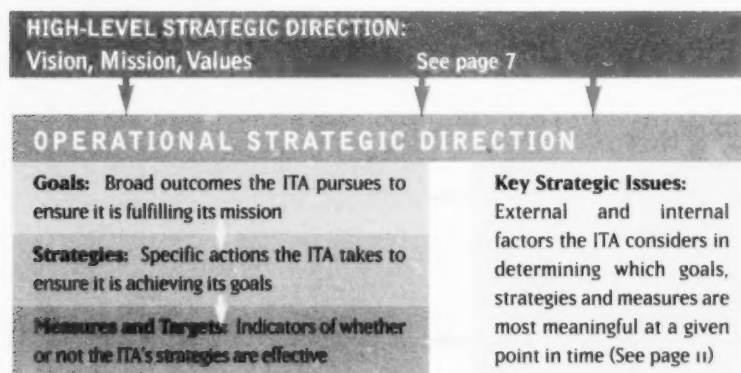
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Selection of Goals and Measures

Guidance for the selection of goals and measures has been derived from: the ITA's legislative mandate and direction from government; ongoing market research and dialogue with customers and stakeholders; and continual analysis of training and labour market conditions and best practices.

As the schematic below illustrates, goals are also derived from the ITA's high-level strategic direction. Goals reflect a small number of broad and encompassing outcomes which – in light of the key strategic issues at the relevant time – are most likely to result in achievement of the ITA's mission. Strategies and measures are then derived from goals, with reference to additional factors such as resource availability.



The performance measures pursued during 2006/07 are of various types, all deemed to be of key participant and stakeholder interest. They encompass: participation and growth levels; completion and credentials outcomes; infrastructure, policy and standards-related achievements; service levels; and satisfaction, awareness and intent-related measures.

In addition to a direct connection to strategies and goals, measures are selected based on: a meaningful degree of direct control over achievement on the part of the ITA (while recognizing that a range of factors will influence success); and measurement feasibility and reliability. Targets are set with reference to recent trends, capacity, and anticipated needs. Longer-term targets in some cases remain to be determined by ITOs.

Comments on the rationale for specific measures, and on factors influencing performance during 2006/07, are provided on the following pages.

Refinement of Goals and Measures

There is a high degree of continuity between the goals and performance measures contained in the ITA's service plan tabled in February 2006 - reported on below - and those contained in the most recent service plan for 2007/08-2009/10.

The ITA will continue to pursue and report on all of the goals and measures from the February 2006 service plan. Some targets have been adjusted. The current targets are specified below, and brief explanations provided for the adjustments. Further adjustment to some targets is pending, based on strong performance during 2006/07.

In addition to the continuation of existing goals and measures, the service plan for 2007/08-2009/10 establishes a new goal and a variety of new measures and sub-measures. Baseline and target setting for most of these remained underway at the time of preparing this report. These new additions are listed in appendix 2 to this report.

Reporting on registered participants, credentials awarded and completion rates will now be segmented by all main categories of participants - apprentices, Foundation Program participants, and youth apprentices. Reporting will also be added on continuation to apprenticeship for Foundation Program participants and youth apprentices. This reflects the creation of Foundation Programs during 2006/07, and the ITA's desire and capacity to undertake more detailed analysis of participation and key outcomes relating to it.

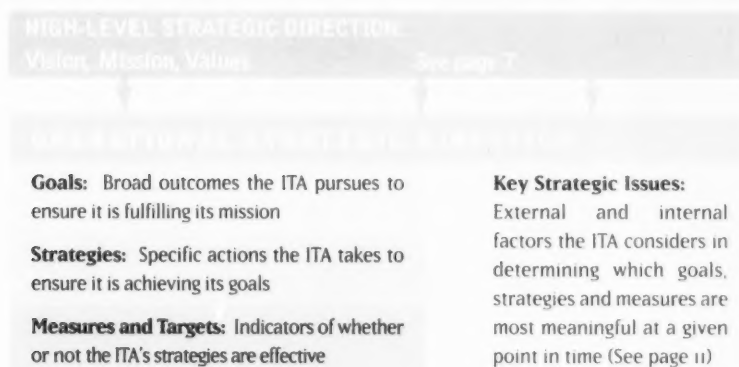
Other additions relate to ITA programs and policy objectives that are of increasing importance, such as supply-side initiatives (particularly focusing on female and aboriginal participation); training accessibility and flexibility (e.g. alternative delivery); and technical training wait times and cost efficiencies. There is also a new measure relating to ITOs, reflecting the expanding role of these organizations.

The ITA's 2007/08-2009/10 service plan is available at www.itabc.ca. Reporting on the expanded goals and measures will be contained in future annual reports, and well as in monthly statistical reports which are posted on the ITA's web site.

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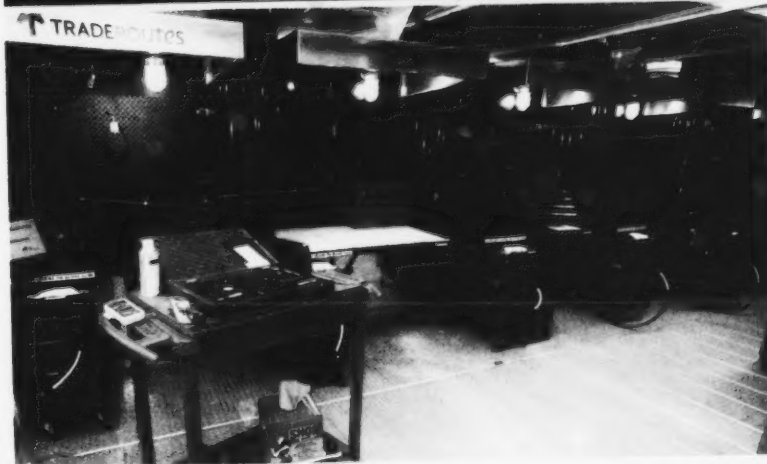
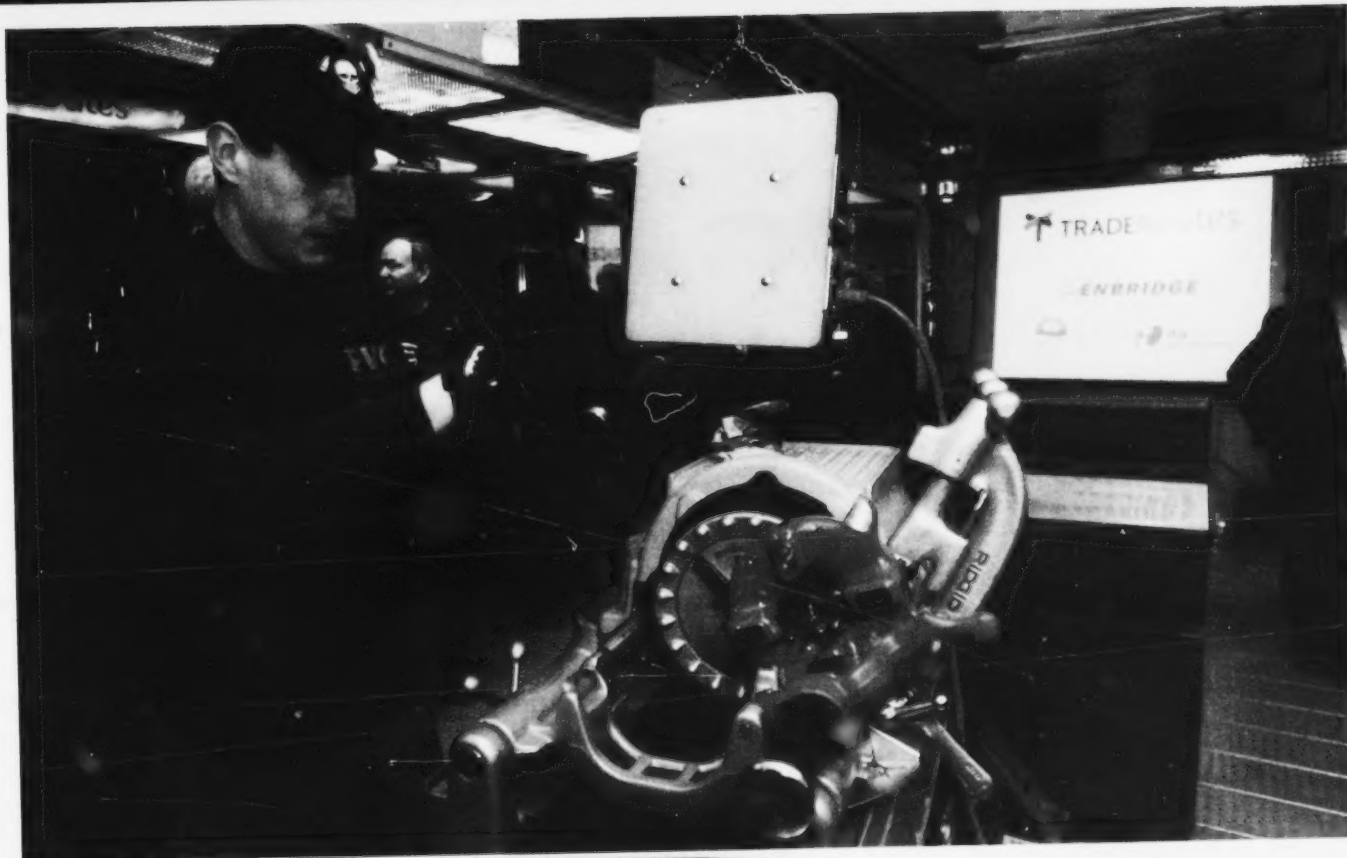
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Trade Routes

MOBILE TRAINING HITS THE ROAD

Apprentices demonstrated the multi-trade equipment in the ITA's new mobile training unit during a launch event in Richmond. The ITA purchased the custom-designed unit with \$1.5 million provided by the Ministry of Economic Development. The trailer unit expands into a 1,100 square-foot classroom, and will be used to provide diverse training opportunities, ranging from exploratory programs to journeyperson upgrading. Its initial training tour will encompass a large number of rural and aboriginal communities across northern BC. Enbridge Gateway Pipelines Inc. is Trade Routes' first corporate sponsor.

1 Expand industry training participation on the part of both trainees/apprentices (supply side) and employers/sponsors (demand side)

Strategies:

- Continue to address supply and demand-side barriers to participation
- Monitor completion rates and research and address relevant factors
- Continue to work collaboratively to provide and expand youth programs
- Improve opportunities for credentialing based on prior training and experience
- Continue to work with industry on development and approval of new programs and refinement of existing programs
- Implement new Foundation Program model for entry-level training and encourage continuation to apprenticeship on the part of participants
- Improve regional access through measures such as mobile training unit launch

MEASURE – All registered participants in programs leading to ITA credentials ¹					
Benchmarks		Performance			
2004/05	2005/06	2006/07 Target	2006/07 Actual		
20,050	26,525	33,000	34,049		

Rationale: Increased numbers of participants are an indicator of supply-side expansion, and of system capacity to meet future labour-market needs. It is an important measure given demographic considerations that are heightening labour supply constraints, and increased competition to recruit new entrants into training programs.

Performance and Outlook: The ITA has consistently achieved strong growth by this measure and again exceeded targeted performance in 2006/07. Continued economic strength has positively influenced growth, but growth has also been fostered by the full range of ITA efforts to improve access to and the quality of training. Continued but more modest growth will be targeted for 2007/08, as the gap between the output of completing apprentices and labour-market requirements narrows.

MEASURE – Youth apprenticeship (registered participants in ACE IT and SSA programs)					
Benchmarks		Performance			
2004/05	2005/06	2006/07 Target	2006/07 Actual		
1,341	3,259	3,000	5,647		

Rationale: Youth participation is a particularly important aspect of system expansion since younger entrants are likely to work within their fields for longer periods of time, thus representing a more durable response to labour-market requirements and a higher return on training investment. Youth recruitment into trades is also increasingly valued for the quality of the educational experience and career opportunities it represents.

Performance and Outlook: Youth participation has been a strong ITA focal point since its inception, and represents one of the organization's most significant achievements as measured by participation growth. The key factor has been the expansion of three separate youth programs, two of which were created by the ITA. A further influencing factor is the degree of engagement on the part of secondary schools and other partners, which remained strong during 2006/07.

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Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
20,050	26,525	33,000	34,049	36,000	TBD – Based on ITO Forecasts	TBD – Based on ITO Forecasts

Rationale: Increased numbers of participants are an indicator of supply-side expansion, and of system capacity to meet future labour-market needs. It is an important measure given demographic considerations that are heightening labour supply constraints, and increased competition to recruit new entrants into training programs.

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Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
1,341	3,259	3,000 ²	5,647	4,000 ³	TBD – Based on ITO Forecasts	TBD – Based on ITO Forecasts

Rationale: Youth participation is a particularly important aspect of system expansion since younger entrants are likely to work within their fields for longer periods of time, thus representing a more durable response to labour-market requirements and a higher return on training investment. Youth recruitment into trades is also increasingly valued for the quality of the educational experience and career opportunities it represents.

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MEASURE – Registered sponsors with active apprentice(s) on staff

Benchmarks		Performance				
2004/05	2005/06	2006/07 Target	2006/07 Actual			
7,863	8,819	9,500	9,575			

Rationale: Increased numbers of registered sponsors are an indicator of demand-side expansion, and of system capacity to meet anticipated labour-market needs. This measure also reflects the degree of industry willingness to invest in training delivery. As apprenticeship training is typically 80-85% work-based, the success of the system depends on employers' willingness to invest in training and offer work placements to apprentices.

Performance and Outlook: A trend of strong growth in sponsor participation continued during 2006/07, slightly exceeding target. The ITA anticipates an essentially consistent level of sponsor participation in 2007/08. This reflects a recent trend towards an increase in the average number of apprentices per registered sponsor.

MEASURE – Number of provincial and inter-provincial credentials awarded¹

Benchmarks		Performance				
2004/05	2005/06	2006/07 Target	2006/07 Actual			
2,378	2,899	2,700 ²	3,551			

Rationale: The number of credentials awarded is an outcomes-oriented measure of system expansion, and an indicator of system capacity to meet labour-market needs at a given point in time.

Performance and Outlook: The ITA again exceeded targeted performance by a significant margin in 2006/07, with credentials awarded trending upward in tandem with participation levels. The number of credentials awarded, like the completion rate, is impacted by a range of factors, over which the ITA has varying degrees of control (see below). Continued growth is targeted over the next two fiscal years, with credentials awarded stabilizing at 4,000 annually beyond that.

MEASURE – Completion Rate³

Benchmarks		Performance				
2004/05	2005/06	2006/07 Target	2006/07 Actual			
n / a Measure & Baseline: 42%		44%	39%			

Rationale: Completion rates are an outcomes-oriented measure of system quality and efficiency, and an indicator of the extent to which growth in training participants is being successfully translated into growth in credentialed tradespeople.

Performance and Outlook: A calculation methodology and completion-rate baseline was established during 2005/06. While the ITA remains at an early stage in the assessment of the factors underlying this rate, it targeted a 2% improvement for 2006/07. Completion rates actually declined on average by 3% in 2006/07, resulting in the only performance deficiency against the ITA's targets for the year. The ITA is targeting 7% improvement in the completion rate measure over the next three fiscal years. Research is underway with respect to underlying factors and potential mitigating actions.

¹ Going forward, this measure will include all apprentices (including youth apprentices) and Foundation Program participants. Figures for Foundation Program participation during 2006/07 were not available at the time this report was prepared, and the 34,049 total therefore includes apprentices only. Reporting inclusive of Foundation Program participants will begin with monthly statistical reports later in 2007/08.

² This target was set in 2005 and had already been exceeded by March 31, 2006. An increased target of 4,000 was set for 2006/07.

³ This target was set in 2006 and had already been exceeded by March 31, 2007. It will be updated in subsequent service plans.

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⁵ This measure includes credentials for apprenticeship completion only (based on successful completion of either a training program or challenge exam). In future years, credentials awarded will also be tracked for youth apprenticeship participants specifically, and for Foundation Program participants.

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Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
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Rationale: Increased numbers of registered sponsors are an indicator of demand-side expansion, and of system capacity to meet anticipated labour-market needs. This measure also reflects the degree of industry willingness to invest in training delivery. As apprenticeship training is typically 80-85% work-based, the success of the system depends on employers' willingness to invest in training and offer work placements to apprentices.

Performance and Outlook: A trend of strong growth in sponsor participation continued during 2006/07, slightly exceeding target. The ITA anticipates an essentially consistent level of sponsor participation in 2007/08. This reflects a recent trend towards an increase in the average number of apprentices per registered sponsor.



Benchmarks		Performance		Targets		
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2,378	2,899	2,700 ⁶	3,551	3,500 ⁷	4,000	4,000

Rationale: The number of credentials awarded is an outcomes-oriented measure of system expansion, and an indicator of system capacity to meet labour-market needs at a given point in time.

Performance and Outlook: The ITA again exceeded targeted performance by a significant margin in 2006/07, with credentials awarded trending upward in tandem with participation levels. The number of credentials awarded, like the completion rate, is impacted by a range of factors, over which the ITA has varying degrees of control (see below). Continued growth is targeted over the next two fiscal years, with credentials awarded stabilizing at 4,000 annually beyond that.



Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
n/a	Measure & Baseline: 42%	44%	39%	42%	44%	46%

Rationale: Completion rates are an outcomes-oriented measure of system quality and efficiency, and an indicator of the extent to which growth in training participants is being successfully translated into growth in credentialed tradespeople.

Performance and Outlook: A calculation methodology and completion-rate baseline was established during 2005/06. While the ITA remains at an early stage in the assessment of the factors underlying this rate, it targeted a 2% improvement for 2006/07. Completion rates actually declined on average by 3% in 2006/07, resulting in the only performance deficiency against the ITA's targets for the year. The ITA is targeting 7% improvement in the completion rate measure over the next three fiscal years. Research is underway with respect to underlying factors and potential mitigating actions.

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Completion Rates: Some Further Context

While there is no consistent methodology or practice for measurement of apprenticeship completion rates, there is wide recognition across Canada that they are an issue.

BC is ahead of most Canadian jurisdictions in implementing ongoing completion-rate tracking, and is focusing significant resources on assessment and improvement. One significant early-stage finding is the degree of variability by trade (see page 38).

Key among the broad factors impacting completion rates are:

- apprentices' entry-level skills;
- labour market and economic conditions (which influence the availability of work-based training, and employer willingness to release apprentices for technical training); and
- a large number of factors collectively determining the accessibility and quality of training programs themselves (including, for example, the degree of local availability and the currency of program standards).

Going forward, the ITA will work with ITOs and other partners to better understand what may be highly variable and trade-specific completion barriers, and will concentrate on the highest-return remedial actions. Federal and provincial tax incentives for apprenticeship completion will also be of assistance.

MEASUREMENT AND BENCHMARKING

As noted, one of the challenges associated with completion-rate assessment is the lack of a common calculation methodology among Canadian apprenticeship authorities.

Completion rates for BC are calculated by the ITA on a quarterly basis, and reflect the percentage of apprentices issued a credential within six years of registration. Other jurisdictions and stakeholders use methodologies that would result in higher or lower completion rates based on the same performance.

2 Provide the infrastructure – primarily in the form of effective ITOs – to assure active and effective industry engagement and leadership

Strategies:

- Further develop and refine ITO policy framework and operational guidelines
- Move existing ITOs past start-up and into development phases
- Implement performance and accountability framework to measure ITO effectiveness
- Work in targeted and prioritized fashion on further establishment of ITOs

MEASURE – Number of operating ITOs

Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
0	3	6	6	Up to 10	TBD	TBD

Rationale: Industry leadership is a fundamental feature of the BC industry training model, and ITOs are the primary means by which industry assumes such leadership and contributes to planning, quality control and service delivery.

Performance and Outlook: The ITA met targeted performance, while focusing on diverse sectors that collectively account for the majority of training participants and programs (see page 38). Performance was positively influenced by a high degree of industry interest in the ITO model, and by refinement of the policy framework governing ITO formation and operation. Future targets have been adjusted downward to reflect the scope of coverage already achieved (close to 90% of participants are in programs for which an existing ITO has responsibility). Longer-term targets will be a function of the extent of further coverage achieved during 2007/08, and of ITA resource availability.

Trade Routes Steering Committee Mapping the Route for Improved Regional Access



PARTNERS IN . . .

The ITA launched its state-of-the-art mobile training unit in March 2007 – one year to the day after the provincial government announced it would provide funding for this initiative.

The unit was first used for a two-month trades awareness tour encompassing some 20 remote and aboriginal communities in northern BC. It then began an 18-month training tour in the same region, providing local access to exploratory and apprenticeship technical training in welding, electrical, plumbing, pipefitting/steamfitting and millwrighting.

Deployment of the unit has been carefully planned for maximum impact and efficiency, with input from a steering committee including representatives of the business community, aboriginal organizations, secondary and post-secondary educators, and economic development agencies.

The BC Chamber of Commerce is represented on the committee. President and CEO John Winter notes that research and consultations on the Chamber's part confirmed the extent to which skills shortages affect all regions and sizes of employers. The mobile training unit, he adds, is a key element of the increased local delivery his organization has advocated, and something for which the Chamber foresees a broader demand going forward.

The 53-foot expandable unit accommodates classes of 12 students per session, and features all the necessary equipment and tools, as well as a satellite system to allow for remote instruction.

. . . SUSTAINING THE MOMENTUM

3 Manage program delivery and funding through an effective financial and accountability framework

Strategies:

- Effectively communicate with training providers (public and private) regarding underlying funding principles (program prioritization, pricing formulas, etc.)
- Work with all training providers to facilitate alignment of delivery with principles and priorities set out in accountability framework
- Draw on ITO input to ensure training purchase plans reflect sector-specific priorities
- Improve return on training dollars invested

MEASURE – Development of institution-specific training purchase plans, in consultation with ITOs and training institutions



Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
n/a	Agreement-in-Principle with Colleges re Financial and Accountability Framework	Plans in Place; Substantial Consistency with Framework	Plans in Place; Substantial Consistency with Framework	Plans in Place; Consistency with Framework	Plans in Place; Reflective of ITO Priorities	Plans in Place; Reflective of ITO Priorities

Rationale: Institution-specific training plans are the key mechanism by which technical training delivery is aligned with industry-defined labour-market needs. Similarly, plans ensure application of ITA-defined standards and priorities relating to program lengths, types and outcomes – which serve to maximize system efficiencies.

Performance and Outlook: Annual training plans were submitted and approved during 2006/07 by all public and private trainers receiving ITA funding, which have been deemed substantially consistent with a previously established framework. The ITA will work with training providers to refine their training plans for 2007/08, providing full consistency with the framework. ITOs will have assumed a sufficient role in this process by 2008/09 to ensure plans are reflective of their priorities in relevant areas.

4 Ensure high-quality program standards, and high levels of client satisfaction with ITA services

Strategies:

- Continue to implement defined procedures for rigorous and efficient updating of program standards and curriculum and assessment tools
- Continue to engage industry expertise, through ITOs and other means, in this process
- Fully discharge all host-jurisdiction responsibilities relative to Red Seal program updates
- Continue annual Customer Satisfaction Index measurement, address identified deficiencies
- Continue to refine business processes and service-delivery model as necessary
- Provide customer-service staff with the support necessary to ensure achievement of service-level standards

MEASURE – Programs updated to established industry, provincial and Red Seal standards¹⁰



Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
0	9	19	22	40	60	95%

Rationale: Regular program updating – with reference to industry-defined provincial and Red Seal standards – ensures that training programs are aligned with evolving workplace needs, and that program completion is an accurate indicator of job-readiness.

Performance and Outlook: The ITA has met targets for program updates, using a methodology that involves rigorous and representative input from practicing tradespeople. High-participation trades have been prioritized, and procedures put in place to ensure ongoing updates at regular intervals. Future targets, which have been adjusted upward, reflect both the increased capacity for program updates by virtue of the existence of ITOs, and the cumulative nature of this measure.

¹⁰Performance and target figures are cumulative rather than incremental. For example, the target of 40 updated programs by the end of 2007/08 includes the 22 programs updated by the end of 2006/07 plus an additional 18 programs to be updated during 2007/08.

MEASURE – Customer Satisfaction Index measure

Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
62 (July 05)	81	72 +/- survey MOE	82	Maintain or improve, at 81 +/- survey MOE	Maintain or improve, at 81 +/- survey MOE	Maintain or improve, at 81 +/- survey MOE

MOE = Margin of Error; the MOE for the 2006/07 Customer Satisfaction survey was 1.9

Rationale: Customer satisfaction is a fundamental measure of performance for a service-delivery organization. Higher levels of customer satisfaction are also likely to correlate with the achievement of various other key performance measures, such as completion rates.

Performance and Outlook: The ITA significantly exceeded targeted performance on this measure in 2005/06, and has adopted that performance as its target going forward. Performance within this range was achieved already during 2006/07. This is seen as a significant achievement, given the extent of ongoing change within the training system as a whole, and with respect to the service-delivery model specifically.

MEASURE – Service level standards; number of days to complete key business processes

Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2007/08	2008/09	2009/10
n/a	Standards & Targets Established for					
	Registrations:	20	16	20	10	1
	Assessments:	60	32	10	10	10
	Certifications:	15	5	5	5	5
	Exam Results:	15	12	15	15	15

Rationale: Service quality is both a key determinant of customer satisfaction (see above), and a reflection of the degree to which the system is producing timely outcomes and functioning efficiently. The ITA has selected business processes and associated standards that encompass all key aspects of the customer experience.

Performance and Outlook: Key changes in the service-delivery model during 2006/07 included bringing these formerly contracted services in-house, establishment of a new customer-service management team, opening of a new customer service office, and staffing increases in response to higher volumes. Performance against established standards was above target by significant margins. Further improvement is targeted over the next three years, and a fifth standard – time to respond to customer inquiries – will be established during 2007/08.

Customer Satisfaction and Stakeholder Awareness: Methodology

Customer satisfaction and stakeholder awareness are measured on the basis of surveys conducted by independent market-research experts. This work has been done by BC Stats for the last three years.

The customer satisfaction index is calculated based on telephone surveys of representative samples of current apprentices, employers and industry associations. Equally weighted questions are used to determine the satisfaction of each of these groups relative to particular topics. In the case of apprentices, for example, the topics are technical training, work-based training and customer service.

An overall satisfaction level for each group is then calculated, based on an appropriate weighting of the relevant topics; and an overall customer satisfaction level (the index measure) is then calculated, based on an appropriate weighting of the three groups.

The stakeholder awareness index (see next page) is calculated using a comparable methodology, but encompasses a larger range of stakeholder groups including unions and training providers.

5 Ensure high levels of stakeholder awareness and intent to participate by target groups, through communications and marketing initiatives

Strategies:

- Continue annual Stakeholder Awareness Index measurement, address identified deficiencies
- Continue to refine ITA website to provide a one-stop source of key information on industry training for all customer and stakeholder groups
- Implement targeted, research-based youth communications initiatives, such as www.theskilledlife.com and a trades awareness tour deployed using the new mobile training unit

- Launch Top in Trades recognition program
- Partner in and leverage communications and marketing efforts on the part of groups with complementary mandates as appropriate

MEASURE – Stakeholder Awareness Index measure

Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2005/06	2006/07	2007/08
81 (July 05)	78	Maintain or improve, at 81 +/- survey MOE	80	Maintain or improve, at 81 +/- survey MOE	Maintain or improve, at 81 +/- survey MOE	Maintain or improve, at 81 +/- survey MOE

MOE = Margin of Error; the MOE for the 2006/07 Stakeholder Awareness survey was 1.3

Rationale: Stakeholder awareness – of the ITA and of participants' own roles in the training system – are important in terms of facilitating recruitment into and completion of industry training programs, and in terms of stakeholder/participant ability to access ITA services and information.

Performance and Outlook: The ITA has maintained a high level of awareness among targeted stakeholders (training participants, employers, industry associations, training institutions, and unions) since initiating this annual measurement process in July 2005. On-target performance during 2006/07 (given a margin or error of 1.3) is attributed to a broad-ranging communication program involving media relations, a refined and expanded web presence, and targeted stakeholder outreach.

MEASURE – Per cent of BC youth (grades 10-12) who intend to pursue trades qualifications post-high school

Benchmarks		Performance		Targets		
2004/05	2005/06	2006/07 Target	2006/07 Actual	2005/06	2006/07	2007/08
n/a	Measure & Baseline 19.5%	Maintain or improve, +/- survey MOE	22%	Maintain or improve at 19.5% +/- survey MOE	Maintain or improve at 19.5% +/- survey MOE	Maintain or improve at 19.5% +/- survey MOE

MOE = Margin of Error; the MOE for the 2006/07 Youth Intent survey was 2.1

Rationale: Youth intent is an indicator and determinant of anticipated levels of youth participation, which in turn is a vital aspect of system expansion. (See discussion above re "youth apprenticeship" measure).

Performance and Outlook: Negative perceptions of trades careers by young people and their influencers represent barriers to optimal levels of youth intent, and performance during 2006/07 was influenced by several perception-related initiatives. This included continued expansion and promotion of three youth programs (with the YES 2 IT program focused specifically on trades awareness in grades 6-9), launch of the youth-oriented www.theskilledlife.com site, and launch of the Top in Trades recognition program. While intent levels increased slightly in 2006/07, maintenance at the 19.5 level is targeted, given that it is deemed appropriate relative to the proportion of trades careers in the labour market as a whole.

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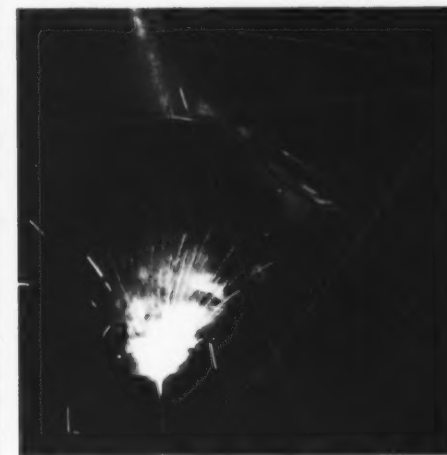
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North Okanagan-Shuswap School District Building ACE-IT Success from the Ground Up



PARTNERS IN . . .

North Okanagan-Shuswap is a leader in trades training at the secondary school level. A.L. Fortune Secondary in Enderby, for example, was recognized during Education Week 2007 with an award for excellence in trades and skills development.

District-wide, there has been strong growth in Secondary School Apprenticeship participation, expansion of the YES 2 IT program for grades 6-9, and in 2006/07 there were more than 60 ACE IT participants in North Okanagan-Shuswap.

Students there can choose from ACE IT programs in carpentry, joinery, cooking and machinist/millwright – with cosmetology and automotive service technician soon to be added to the list.

That's all the more impressive given the relatively small size of this district, and its dispersed student population and limited access to nearby post-secondary providers. North Okanagan-Shuswap, while partnering with post-secondary providers, has largely had to create its own in-house ACE IT capacity. Career Supervisor Wayne Spencer says strong school board support has been instrumental in ensuring enough resources to provide the necessary equipment and instructional expertise.

The district has also enjoyed strong support from industry training organizations and associations and from local employers, with whom district staff work closely in planning programs. A partnership between the district, Okanagan College and the Shuswap Construction Industry Professionals, for example, has made possible an innovative local home-construction project through which district students can earn both level 1 carpentry and work-based credit.

. . . SUSTAINING THE MOMENTUM




Entry P
warding



THE SKILLED LIFE




THE SKILLED LIFE.COM

LOG IN/REGISTER
MY WORKSPACE

SEARCH FOR A TRADE
WHAT'S MY TRADE?
TAG THE TRADES

GET INTO TRADES
GET QUESTIONS?
TRADES LINKS

TRADES LINKS

TRADES *Yeah, trades! It's not what you think.*
A career in the trades is a great way to make a living. It's also a way to live or travel where you want to, afford the lifestyle you dream of, run your own business, be active or even work outdoors... not shared down in an office.

Get the skills, get the job, get the rewards. Live the skilled life.

Start Here

NO-TIER

★ SEARCH FOR A TRADE
Search for trades by name or just browse the many types of jobs out there. Search the trades you want and find something you never heard of.

★ WHAT'S MY TRADE?
Not sure if the skilled life is for you? Think again. Use this tool to enter words that describe you, or what you're interested in, and we'll match you up with real jobs in the trades. Find your skills.

★ TAG THE TRADES
Every trade on our site has some descriptive words (tags) associated with it. These words describe the job, the life or the skills needed. Can you think of more ways to describe these jobs? Go ahead and tag the trades.

TRADES PEOPLE NEEDED!!

View videos created independently by students from Vancouver Film School

WATCH & VOTE NOW

★ PLAY ★
FLIP A TRADE

Take a chance. Flip the cards and retrieve more than numbers and tags.

★ PLAY NOW ★

TheSkilledLife.com TAKING IT ONLINE

National Skilled Trades Day was the occasion for the launch of www.theskilledlife.com – a new ITA web resource targeting youth. The site gives BC's young people an inter-active opportunity to find out more about educational and career opportunities in the trades, and has been designed to speak to this important demographic in its own terms. This initiative complements a range of other ITA programs designed to attract youth into the trades, and to provide for smooth transitions from secondary school to apprenticeship.

Data Sources

The Apprenticeship Information Management System (AIMS) is the principal data source relied on for performance measurement relating to expanded participation (including credentials awarded and completion rates) and service level standards.

The original version of AIMS was implemented in 1988/89, and relies on manual data entry carried out by ITA customer service staff and by training institutions. Design and planning for a replacement IT platform, with registration and tracking functions, is underway.

As a real-time or live system, the utility of AIMS for statistical tracking is limited. However, various system and procedural upgrades implemented by the ITA have allowed for stable monthly measurement and reporting, and management's confidence in AIMS-derived performance data is therefore high.

Performance measurement relating to customer satisfaction, stakeholder awareness and youth intent to participate is done through annual surveys undertaken by independent market-research experts (see page 19). Accordingly, the confidence level associated with these measures is also high.

There are no data collection uncertainties or issues relating to the balance of the performance measures included in this report.

Benchmarking Against Other Jurisdictions

The following are comparisons of BC's performance, on two key measures included in this report, and performance in four other Canadian jurisdictions. The measures and results cited are the most closely comparable ones that had been publicly released by the jurisdictions at the time this report was prepared. 2006/07 figures for the other jurisdictions had not yet been released.

Given varying overall participation rates, results are shown as percentage increases. Possible variations in definitions and tracking mean these should be treated as order-of-magnitude comparisons. Sources and measures used are specified below.

Total Participation: % Increase Over Previous Period (BC Measure: All registered participants)



Credentials: % Increase Over Previous Period (BC Measure: Provincial and inter-provincial credentials)



*Alberta reports performance on a calendar-year basis. 2004/05 equates to 2004, and so on.

Sources and Measures Cited:

- Alberta**
 - Alberta Apprenticeship and Industry Training Board 2005-2006 Annual Report
 - Total Apprentices Registered (all trades)
 - Total Number of Completed Apprentices, Trainees Certified and Individuals Issued Qualification Certificates
- Saskatchewan**
 - Apprenticeship and Trade Certification Commission Annual Report 2005-2006
 - Number of Apprentices at Year End
 - Number of Completions During Year
- New Brunswick**
 - 2005-2006 Report of the Director, Apprenticeship and Certification
 - Apprentices at End of Period
 - Certificates of Qualification Issued
- Nova Scotia**
 - Apprenticeship Training Statistics for: April 1, 2004 - March 31, 2005; and Nova Scotia Apprenticeship Training and Skill Development Annual Report 2005-2006
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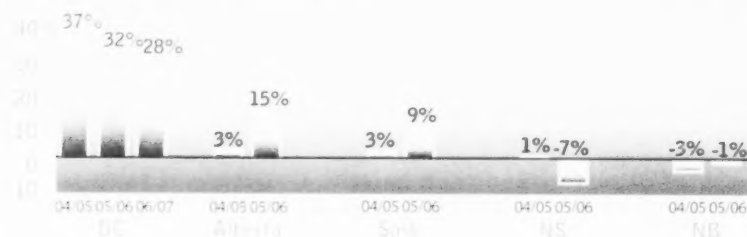
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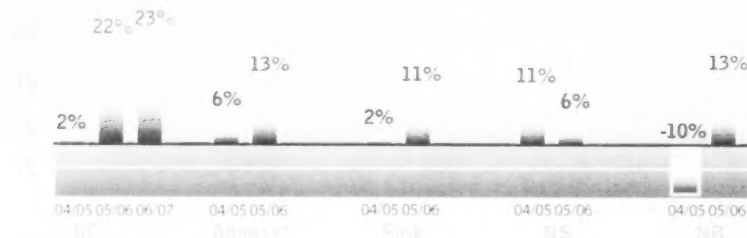
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ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

The Industry Training Authority's vision, mission and values are consistent with, and will support achievement of, the government's overarching vision. The ITA's operations closely reflect government's core values of integrity, fiscal responsibility, accountability, respect and choice.

The importance of the ITA's activities, in the context of the government's overall strategic plan, is underscored by the fact that skilled labour shortages are identified as one of five main risks to the BC economic outlook tabled with the most recent provincial budget.

Government Vision: To be a prosperous and just province, whose citizens achieve their potential and have confidence in the future

More specifically, there is an alignment between many of the goals and performance measures reported on in this document, and two of government's Five Great Goals for the decade ahead.

Government Goal: Make British Columbia the best-educated, most literate jurisdiction on the continent

Specific Linkages

- "Expanding industry training and apprenticeship opportunities" is among the current initiatives identified by government in connection with this goal
- The percentage of British Columbians successfully completing an apprenticeship, diploma or degree is one of four performance measures associated with this goal

ITA Activities

Enabling growing numbers of British Columbians to enhance their skills and attain formal educational credentials is central to the mandate of the ITA. This government goal has been and will be advanced by the pursuit of all organizational goals and performance measures reported on in this document. Measures such as completion rates and number of credentials awarded align particularly closely with this government goal. Going forward, the ITA has refined its measures to account for recent direction from government, in the current shareholder's letter of expectations, relating to under-represented groups and training innovation.

Government Goal: Create more jobs per capita than anywhere else in Canada

Specific Linkages:

- Labour/skills shortages are referenced within the discussion of priority actions identified by government in connection with this goal

ITA Activities

A sufficiently large and skilled workforce is one of the pre-conditions for job creation. It attracts investment and enables employers to maximize their productivity and pursue growth opportunities. This government goal will be advanced by pursuit of all organizational goals and performance measures reported on in this document – which are collectively aimed at improving skill levels within the BC workforce.

MANAGEMENT'S DISCUSSION & ANALYSIS

Financial performance during 2006/07 on the part of the Industry Training Authority was on-target and strong, with a close alignment between budgeted and actual financial results, and a moderate excess of revenues over expenses at year-end.

Results of Operations Fiscal 2006/07 (in \$ millions)

	F 04/05 Actual	F 05/06 Actual	F 06/07 Actual	F 06/07 Budget	Variance (budget)	Variance (prior year)	F 07/08 Budget	F 08/09 Fctd	F 09/10 Fctd
Revenue									
Contributions from the Province	78.1	77.8	90.7	90.6	0.1	12.9	97.9	101.3	105.7
Other Income	0.5	0.7	1.2	0.8	0.4	0.5	1.1	1.1	1.1
Total Revenue	78.6	78.5	91.9	91.4	0.5	13.4	99.0	102.4	106.8
Expenses									
Contributions to Training Providers	70.4	72.1	80.3	80.4	(0.1)	8.2	87.0	90.2	94.9
Program Expenses	1.6	1.4	2.6	3.8	(1.2)	1.2	3.0	3.0	3.0
Operating Expenses	3.1	4.2	4.6	3.8	0.8	0.4	3.2	3.3	2.9
Industry Training Organizations	0.0	0.6	1.2	1.5	(0.3)	0.6	2.0	2.0	2.0
Supply Side Initiatives (Aboriginal)	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.3	0.3
Salaries & Benefits	1.2	1.6	2.4	1.9	0.5	0.8	3.5	3.6	3.7
Total Expenses	76.3	79.9	91.1	91.4	(0.3)	11.2	99.0	102.4	106.8
(Deficiency) of Revenues over Expenses	2.3	(1.4)	0.8	0.0	0.8	2.2	0.0	0.0	0.0

The ITA receives the vast majority of its revenue from the Province of British Columbia. A small proportion of its revenue (1% in 2006/07) comes from other sources, including examination and assessment fees and interest income. Contributions to training providers account for the largest proportion of ITA expenses (88% in 2006/07).

The nature and relative size of the categories of ITA revenues and expenses have remained largely consistent over the three full fiscal years the organization has operated.

Total contributions from the province increased by 17% in 2006/07. This additional funding was primarily allocated to training delivery and program expenses. The balance was directed to administrative and operating expenses.

Contributions to training providers, program expenses, operating expenses and salaries and benefits have all generally trended upwards as the organization has grown and expanded its activities. Contributions to training providers are forecast to continue to increase, while the level of spending within the other three categories will stabilize.

Transfers to Industry Training Organizations were a new expense in 2005/06, when the first ITOs were formed. The level of spending in this category will also stabilize going forward.

Notable variations between 2006/07 and the previous fiscal year included: a decrease in examination and assessment fees, an increase in interest income, and a decrease in customer service expenses.

The bulk of the reduction in fees is accounted for by the elimination of an \$85 examination fee. Increased interest income reflects higher interest rates, increased funding from the province, and a shift to quarterly rather than monthly receipt of provincial funding (resulting in higher bank balances).

Customer service expenses, as reflected on the income statement, reflect amounts paid to Service BC pursuant to an outsourcing contract which ended on December 31, 2006. After that date, customer service expenses were incorporated into other expense items.

Notable variations between 2006/07 budgeted and actual results included: lower than projected program expenses and higher than projected salaries and benefits.

Program expenses are largely driven by the rate of program development and modification, and are influenced by constraints such as resource availability on the part of the ITA and industry. Salaries and benefit expenses reflect additional customer service responsibilities that were directly assumed by the ITA after December 31, 2006.

As of fiscal year-end, the ITA had an administrative and executive staff of 21, working from a head office in Richmond; and a customer-service staff of 19, working from a customer-service office in Vancouver (all full-time positions).

The external business and policy environment within which the ITA operates is described in the "Report on Performance" section above (see page 10).

Growth in labour market demand and other features of this environment are relevant to financial performance, inasmuch as they create pressures for increases in contributions to training providers and other expenses.

Key features of the response to these pressures (during 2006/07 and beyond) include: increased efficiency of resource use; efforts to ensure high levels of resource commitment on the part of industry; and the development of enhanced infrastructure, such as a new IT platform.

In addition to the continuation of such responses, the ITA will receive further funding increases of approximately 8% in 2007/08, and 4% in each of the following two years. Virtually all of this increased funding will be directed to training delivery, to support forecast increases in contributions to training providers over the next three years.

Management therefore deems the financial outlook for the ITA to be positive, subject to the caveat that sustained demands for expansion in the scope and type of industry training programs will need to be reconciled with long-term funding levels and core training demands.

REPORT OF MANAGEMENT RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of the Industry Training Authority for the year ended March 31, 2007 have been prepared by management in accordance with Canadian generally accepted accounting principles. These principles have been applied consistently, with the most significant of them set out in note 2 to the financial statements. These statements are presented on the accrual basis of accounting. Recognizing that the Authority is responsible for both the integrity and objectivity of the financial statements, management is satisfied that these financial statements present fairly the financial position of the Authority as of March 31, 2007 and the operating results for the year then ended.

The Board of Directors has appointed a Finance Committee consisting of three outside directors. The Committee meets during the year to review with management and the auditors any significant account, internal control and auditing matters, and to review and finalize the annual financial statements of the Authority along with the independent auditor's report prior to the submission of the financial statements to the Board of Directors for final approval.

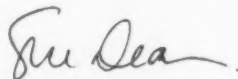
The Authority's accounting procedures and related systems of internal control are designed to provide reasonable assurances that its assets are safeguarded and its financial records are reliable.

The Auditor General of British Columbia has performed an independent audit of the financial statements of the Authority. His auditor's report outlines the scope of his examination and expresses an opinion on these financial statements. The auditor's opinion is based upon an independent and objective examination of the Authority's financial results for the year, conducted in accordance with Canadian generally accepted auditing standards.



Brian Clewes

Chief Executive Officer



Sue Deans, CMA

Chief Financial Officer,

Director Administration

REPORT OF THE OFFICE OF THE AUDITOR GENERAL OF BRITISH COLUMBIA

*To the Members of the Board of Directors of the Industry Training Authority, and
To the Minister of Economic Development, Province of British Columbia:*

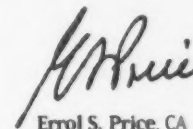
I have audited the balance sheet of the Industry Training Authority as at March 31, 2007 and the statements of changes in net assets, revenues and expenses and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Industry Training Authority as at March 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Victoria, British Columbia

May 4, 2007



Errol S. Price, CA

Deputy Auditor General

BALANCE SHEET

As at March 31, 2007

	2007	2006
ASSETS		
Cash (Note 3)	\$ 11,041,654	\$ 9,203,090
Accounts Receivable:		
Province of British Columbia	28,547	77,940
Other	117,453	82,114
Prepaid Expenses	419,508	502,595
	11,607,162	9,865,739
Capital Assets (Note 4)	2,361,957	530,135
	\$ 13,969,119	\$ 10,395,874
LIABILITIES		
Accounts Payable and Accrued Liabilities	7,767,871	4,574,201
Deferred Contribution (Note 5)	1,004,320	1,353,297
Deferred Capital Contribution (Note 6)	1,626,173	1,658,724
NET ASSETS		
Invested in Capital Assets	735,383	371,411
Unrestricted	2,835,372	2,438,241
	3,570,755	2,809,652
	\$ 13,969,119	\$ 10,395,874

The accompanying notes are an integral part of these financial statements.

On behalf of the Board of Directors



Bev Briscoe,

Chair



Brian Clewes,

Chief Executive Officer

STATEMENT OF CHANGES IN NET ASSETS

For the Year Ended March 31, 2007

	Invested in Capital Assets	Unrestricted	Total 2007	Total 2006
Balance, Beginning of Year	\$ 371,411	\$ 2,438,241	\$ 2,809,652	\$ 4,209,304
Excess (Deficiency) of Revenues over Expenses For the Year	—	761,103	761,103	(1,399,652)
Investment in Capital Assets:	—	—	—	—
Cost	604,515	(604,515)	—	—
Depreciation	(240,543)	240,543	—	—
Balance, End of Year	\$ 735,383	\$ 2,835,372	\$ 3,570,755	\$ 2,809,652

The accompanying notes are an integral part of these financial statements.

STATEMENT OF REVENUES AND EXPENSES

For the Year Ended March 31, 2007

	2007	2006
Revenues		
Contributions from the Province	\$ 90,702,190	\$ 77,847,443
Examination and Assessment Fees	149,942	218,660
Interest Income	959,040	358,655
Amortization of Deferred Capital Contribution	76,507	59,040
Other Income	5,100	298
	<u>91,892,779</u>	<u>78,484,096</u>
Expenses		
Contributions to Training Providers (Note 9)	80,099,826	71,884,240
Customer Services (Notes 9 and 12)	1,432,282	2,184,640
Program Development Costs	2,623,946	1,416,047
Industry Training Organizations (Note 10)	1,159,636	639,007
Secondary School Scholarships	234,500	189,433
Salaries and Benefits	2,395,344	1,616,518
Board Fees and Expenses	69,126	84,809
Travel	185,307	166,885
Professional Services	833,930	450,535
Building Occupancy Charges (Note 9)	234,683	113,994
General Office and Business Expenses	350,978	102,728
Information Systems Operating Costs	614,135	136,456
Communications and Marketing	444,439	758,991
Mobile Training Unit Operating Costs	136,493	—
Depreciation Expense	317,051	139,465
	<u>91,131,676</u>	<u>79,883,748</u>
Excess (Deficiency) of Revenues over Expenses for the Year	<u>\$ 761,103</u>	<u>\$ (1,399,652)</u>

The accompanying notes are an integral part of these financial statements

STATEMENT OF CASH FLOWS

For the Year Ended March 31, 2007

	2007	2006
Operating Activities		
Excess (Deficiency) of Revenues over Expenses for the year	\$ 761,103	\$ (1,399,652)
Items not affecting Cash Equivalents:		
Deferred Contributions Recognized as Revenue	(411,191)	(513,643)
Amortization of Deferred Capital Contributions	(76,507)	(59,040)
Depreciation Expense	317,051	139,465
Disposal of Fixed Asset	(401)	—
Changes in Working Capital:		
Decrease in Accounts Receivable	14,054	1,305,594
Decrease (Increase) in Prepaid Expenses	83,087	(432,971)
Increase in Accounts Payable and Accrued Liabilities	3,193,670	2,344,274
	3,880,866	1,384,027
Financing Activities		
Deferred Contributions	—	40,000
Deferred Capital Contributions	106,170	1,500,000
Sale of Capital Assets	—	1,058
Investing Activities		
Purchase of Capital Assets	(2,148,472)	(342,090)
Increase in Cash	1,838,564	2,582,995
Cash, Beginning of Year	9,203,090	6,620,095
Cash, End of Year	\$ 11,041,654	\$ 9,203,090
Represented by:		
Bank Account — General and Administration	10,966,280	2,237,926
Bank Account — Program	55,733	6,946,801
Bank Account — In Trust	18,941	18,163
Petty Cash	700	200
	\$ 11,041,654	\$ 9,203,090

The accompanying notes are an integral part of these financial statements

NOTES TO FINANCIAL STATEMENTS

For the Year Ended March 31, 2007

1. The Authority

The Industry Training Authority (the Authority) was established on January 2, 2004 as a not-for-profit corporation and an agent of the provincial government under the *Industry Training Authority Act*. Its board of directors consists of nine members appointed by the provincial government.

The Authority is mandated to regulate, expand and improve British Columbia's industry training system. The Authority works to better align training and credentials with industry needs, to provide more flexibility for people pursuing training, and to meet the province's skilled labour needs now and in the future.

The Authority receives substantially all of its funding from the Province of British Columbia. For the year ended March 31, 2006, the Authority was granted Ministry approval for the deficiency of revenues over expenses.

The Authority is exempt from income tax under the *Income Tax Act*.

2 Significant Accounting Policies

(a) Basis of Accounting

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles.

(b) Revenues and Expenses

The Authority follows the deferral method of accounting for contributions. Operating contributions from the Province are recognized as revenue in the period in which they become receivable. Capital or other restricted funding is deferred and recognized as revenue in the period in which the related expenses are incurred.

Contributions payable to colleges, training institutions and other service providers for training programs are recognized as expenses in the period in which the transactions and events giving rise to the contributions have occurred.

(c) Capital Assets

Capital assets are recorded at cost and are depreciated on a straight-line basis over their estimated useful life:

Mobile Trainer	10 years
PC Hardware and Software	3 years
Computer Mainframe Software	3 - 5 years
Furniture and Tools	3 years
Leasehold Improvements	3 - 5 years

(d) Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from these estimates.

3. Cash

Included in the cash and bank balance is \$18,941 (2006 — \$18,163) held in trust for third parties. The corresponding trust fund in the same amount is included in Accounts Payable and Accrued Liabilities.

4. Capital Assets

	2007		2006	
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Mobile Trainer	\$ 1,369,860	\$ —	\$ 1,369,860	\$ —
PC Hardware & Software	572,760	211,530	361,230	259,225
Computer Mainframe Software	435,850	221,261	214,589	210,024
Furniture and Tools	325,567	116,905	208,662	55,666
Leasehold Improvement	234,339	26,723	207,616	5,220
	\$ 2,938,376	\$ 576,419	\$ 2,361,957	\$ 530,135

5. Deferred Contributions

Deferred contributions represent unspent funds restricted externally for specific projects and programs.

	2007	2006
Balance, beginning of year	\$ 1,353,297	\$ 1,826,940
Transfer from deferred capital contributions	62,214	—
Contributions received during the year	—	40,000
Amount recognized as revenue	(411,191)	(513,643)
Balance, end of year	\$ 1,004,320	\$ 1,353,297

The 2006 and 2007 balances relate to the Youth Exploring Skills to Industry Training (YES 2 IT) program.

6. Deferred Capital Contributions

	2007	2006
Balance, beginning of year	\$ 1,658,724	\$ 217,764
Transfer to deferred contribution	(62,214)	—
Contributions received during the year	106,170	1,500,000
Amount amortized to revenue	(76,507)	(59,040)
Balance, end of year	\$ 1,626,173	\$ 1,658,724
The balance is made up of the following:		
AIMS Asset Transferred	\$ 94,603	\$ 158,724
Mobile Training Unit	1,437,786	1,500,000
Deferred Tenant Improvement Allowance	93,784	—
	\$ 1,626,173	\$ 1,658,724

7. Employee Benefit Plans

- The Authority pays 100% of premiums relating to a comprehensive benefits plan for its employees including: extended medical, dental, life insurance and long term disability coverage. Payments made by the Authority were \$133,449 (2006 - \$67,390).
- The Service BC contract ended December 31, 2006, and on January 1, 2007 the Authority became the employer for the service centre employees. As of that date, Service BC transferred the liabilities for retiring allowances of \$13,952 and accumulated leave time owed to employees of \$12,174. The funding for these liabilities is to be provided by the Province.
- The Authority has established an employer-paid group RSP for certain employees. Total employer RSP payments made by the Authority for the year ending March 31, 2007 totalled \$101,739 (2006 — \$72,051).
- The Authority has a defined benefit plan providing pension, other retirement, and post-employment benefits to the majority of its employees. The Plan is administered by the Pension Corporation of British Columbia. The Authority's contribution for the year ending March 31, 2007 to this plan was \$38,091 (2006 — \$17,174).

8. Commitments

- The Authority has commitments to school districts for the Accelerated Credit Enrolment in Industry Training (ACE IT) Program. The ACE IT program provides school districts with financial contributions to assist them in providing ITA Industry Training Programs leading to technical apprenticeship training credit and work-based training credit in a related occupation.

The future estimated commitments for the ACE IT program intakes to date are as follows:

		Total
2008	\$	2,723,250
2009		417,000
	\$	3,140,250

- The Authority has lease obligations to the Minister of Finance — Accommodation and Real Estate Services (ARES) for premises and to a supplier for office equipment.

The future minimum obligations under the operating leases are:

	Building Leases	Office Equipment	Total
2008	\$ 280,299	\$ 13,905	\$ 294,204
2009	260,886	8,714	269,600
2010	132,302	8,714	141,016
2011	137,910	—	137,910
2012	58,479	—	58,479
	\$ 869,876	\$ 31,333	\$ 901,209

9. Related Party Transactions

- Included in Contributions to Training Providers are payments to provincially funded colleges and institutes of \$70,812,932 and school districts of \$3,893,581.
- The Authority's contract with Service BC to deliver services for apprentices and employers throughout British Columbia ended on December 31, 2006. Other than the liabilities noted in Note 7(b), no other assets or liabilities were transferred by Service BC to the Authority.
- During the year the Authority paid \$194,706 (2006 - \$158,625) to companies that a member of the Board of Directors had an interest in. This member's term on the board ended December 31, 2006. The transactions were conducted in the normal course of business and the Board member did not participate in the approval of the contracts.
- All office facilities are leased through the Minister of Finance — Accommodation and Real Estate Services (ARES). Total transactions for the year ending March 31, 2007 were \$253,544 (2006 — \$113,994).

10. Industry Training Organizations

Starting in 2005/06 and continuing through 2006/07, the Authority has been facilitating the development of industry-led training organizations (ITOs) by establishing operating, reporting and administrative frameworks, and providing funding to certain ITOs with the aim of stimulating specific industry input in relation to program standards and training demand for each applicable industry sector.

Five ITOs have been constituted as not-for-profit entities under the BC Society Act, to represent the industry groups to the Authority. The Tourism ITO, GO2, is a pre-existing tourism-related independent not-for-profit industry association. The Authority made payments to these ITOs in accordance with specific funding agreements for the development of new training programs, modification of existing training programs, assessment of specific industry training demand and operational support.

The ITOs received funding of \$885,251 (2006-\$491,252) to be used for the purposes agreed upon by the ITOs and the Authority. Included in the \$1,159,636 reported as expenses are these funds paid to the ITOs and other costs incurred by the Authority for the overall ITO program. The financial results of the ITOs are not consolidated into these statements. At March 31, 2007, unaudited total balances of assets and liabilities reported to the Authority were \$371,652 and \$111,443 respectively.

11. Financial Instruments

The Authority's financial instruments consist of cash, accounts receivable, accounts payable and accrued liabilities. It is management's opinion that the Authority is not exposed to significant interest or credit risk arising from these financial instruments.

12. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation. Customer Services were provided by Service BC for 9 months of the year (2006 - full year).

Principles and Roles

The Industry Training Authority (ITA) is held accountable for fulfillment of its legislative mandate and direction from government through a reporting relationship with the Minister of Economic Development.

The ITA is governed by a nine-member board of directors appointed by the minister. The board has a fiduciary role, and supervises the ITA's management and oversees the conduct of its business. Directors act in the best interests of the ITA, and not on behalf of a particular interest or constituency.

The board undertakes an annual strategic planning exercise, through which input is provided on key priorities and strategies. Ultimately, such input informs the goals and measures defined in ITA service plans and reported on in monthly and annual reports.

The ITA board adheres to key governance principles, as reflected both in the guidance documents produced the Government of BC's Board Resourcing and Development Office (BRDO), and by private and public-sector best practices. Key principles include:

- independence of directors vis-à-vis both government and management;
- clearly delineated expectations, as set out in terms of reference for the board and its members and committees;
- adherence to a rigorous code of conduct (applicable to both directors and employees, and with respect to which directors and senior management sign annual declarations);
- meaningful board oversight of management, most particularly with respect to (but not limited to) strategic planning and selection of performance measures;
- continuous governance improvement, in part through professional development on the part of directors and an annual governance assessment process; and
- transparency with respect to board governance practices.

Best Practices Compliance

The board's 2006/07 survey-based governance assessment suggested a possible need for refinement in areas including board composition (competencies represented) and succession planning, and orientation and ongoing educational opportunities for directors.

The ITA has a high level of compliance with the specific recommendations in the BRDO's *Best Practices Guidelines*. The disclosure requirements in section three of that document have been met, and the relevant documentation is available at www.itabc.ca.

This includes a copy of the director and employee code of conduct, which among other things regulates disclosure and other expectations and procedures pertaining to potential conflicts of interest.

Membership and Committees

Board members are drawn from diverse sectoral backgrounds, and have a range of industry and training-related expertise. All members serve on at least one of three board standing committees, whose mandates are as follows:

Finance – Assists the board in discharging its financial oversight responsibilities by reviewing financial information to be provided to government, systems of internal controls, funding criteria and processes, and all audit processes.

Human Resources and Governance – Assists the board in discharging obligations relating to such matters as compensation and succession planning, assessments and recommendations relating to board-governance effectiveness, and director selection criteria and development.

Policy – Assists the board in the review and approval of policies and in the design and oversight of BC's industry training model, including such key elements as frameworks, criteria, standards, program approval and quality assurance.

See page 40 for a list of board members and their committee responsibilities.

go2

Making Trades a Bigger Part of Tourism



PARTNERS IN . . .

The go2 Tourism HR Society is unique among the ITOs in operation as of the end of 2006/07. It is not a new entity established for this purpose, but rather an existing entity that has taken on ITO functions as part of a broader HR mandate.

go2 was formed in 2003, and tasked with facilitating the recruitment, retention and training needed to support large-scale growth in BC's tourism sector. As an industry-driven organization, go2 was a natural candidate to assume ITO responsibilities.

Following the formation of a dedicated training committee of its board, go2 was formally sanctioned as an ITO. It will now pursue its training mandate within the ITO framework, while closely integrating it with its recruitment and retention efforts.

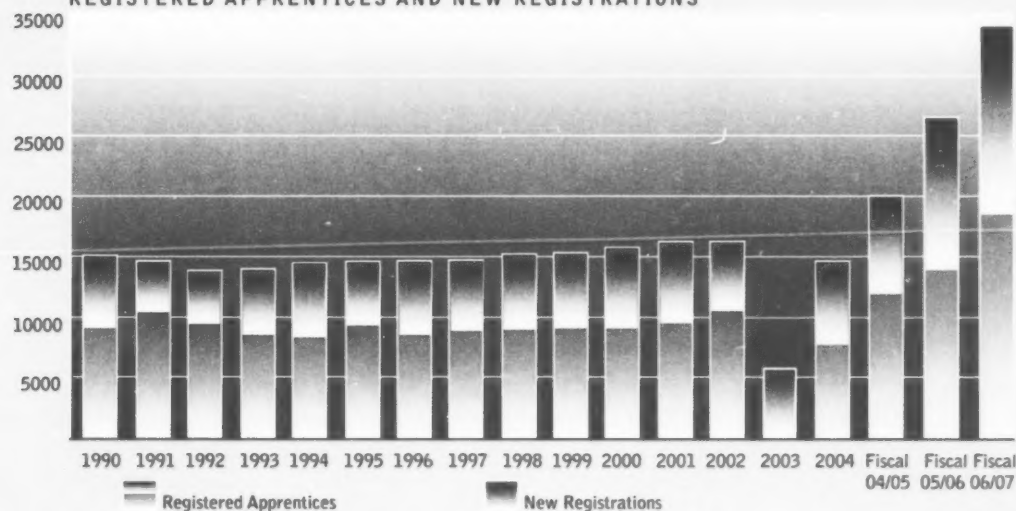
In its ITO capacity, go2 is moving forward with two key priorities, says Kate Dodd — the chair of its industry training committee and director of finance at Mount Washington Alpine Resort. (Pictured above, top right.) One priority will be a review of the existing cooking program, followed by a comprehensive assessment of anticipated sector training needs.

Tourism employers, Dodd says, are pleased to have a means of directing training within existing programs of interest to them, and believe there is good potential to expand the apprenticeship model into various other occupations within their sector.

... SUSTAINING THE MOMENTUM

KEY STATISTICS: HISTORIC AND RECENT PERFORMANCE

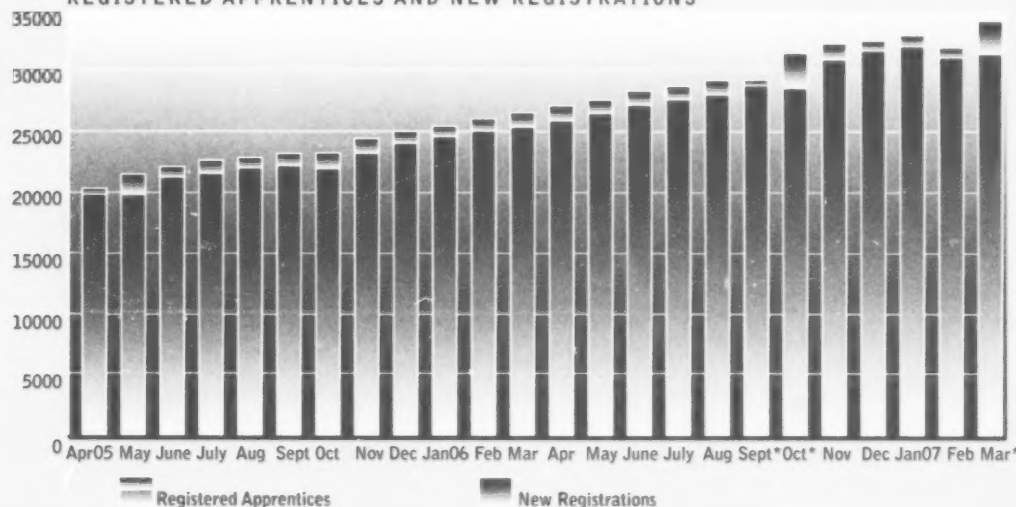
HISTORIC PERFORMANCE: REGISTERED APPRENTICES AND NEW REGISTRATIONS



The full bars in these graphs represent the total number of registered apprentices at the end of the relevant time period. The sections of the bars differentiated in this way: ■ represent the proportion of that total made up of new registrations during the period.

Registered apprentice figures from 1990-2002 and those from 2004 onward are not precisely comparable — as a result of the implementation of refined classification and tracking procedures — but provide an indication of relative participation levels over time. Sufficiently comparable numbers are not available for the 2003 transitional period immediately prior to when the ITA was formed and only the new registration figure is shown for that time period.

RECENT PERFORMANCE: REGISTERED APPRENTICES AND NEW REGISTRATIONS

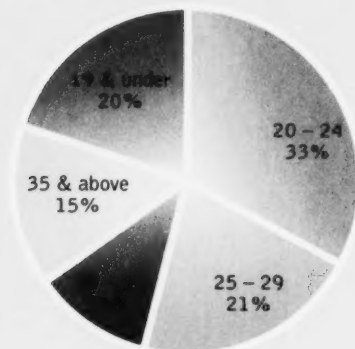


* System upgrades resulted in an under-statement of new registrations for September and an over-statement for October. October and March figures also include an ACE IT intake.

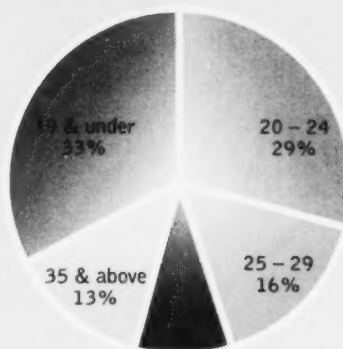
KEY STATISTICS: TRAINING PARTICIPANTS

AGE

ALL REGISTERED APPRENTICES
As of March 31, 2007

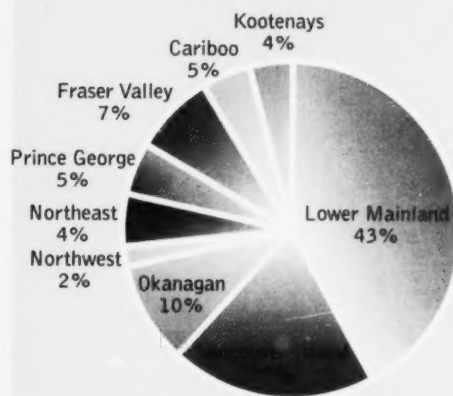


NEWLY REGISTERED APPRENTICES
During 2006 / 07

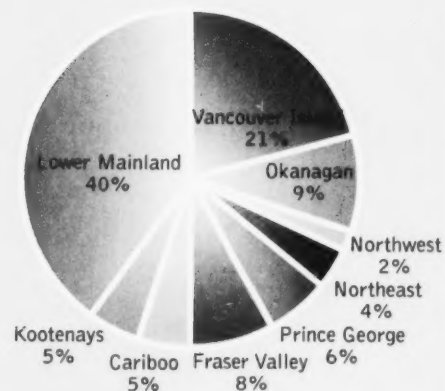


REGION

ALL REGISTERED APPRENTICES
As of March 31, 2007



NEWLY REGISTERED APPRENTICES
During 2006 / 07



Photos Courtesy of Camosun College, Victoria

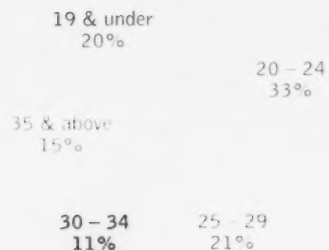


KEY STATISTICS: TRAINING PARTICIPANTS

AGE

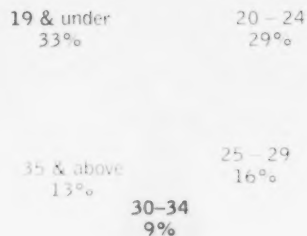
ALL REGISTERED APPRENTICES

As of March 31, 2007



NEWLY REGISTERED APPRENTICES

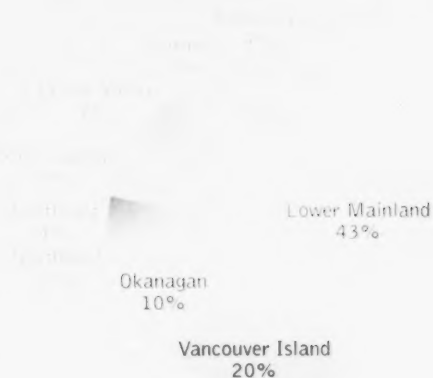
During 2006 / 07



REGION

ALL REGISTERED APPRENTICES

As of March 31, 2007



NEWLY REGISTERED APPRENTICES

During 2006 / 07

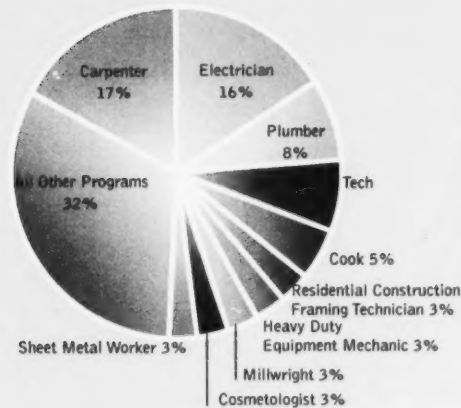


Photo Courtesy of Lamoson College, Victoria

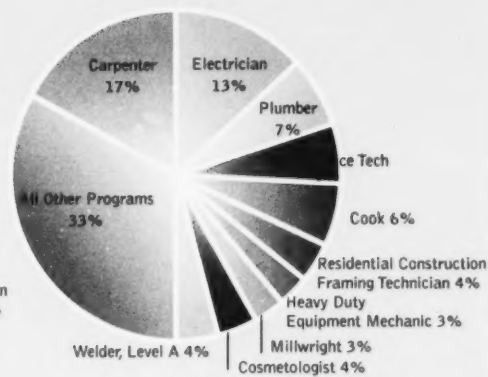


KEY STATISTICS: TRAINING PROGRAMS

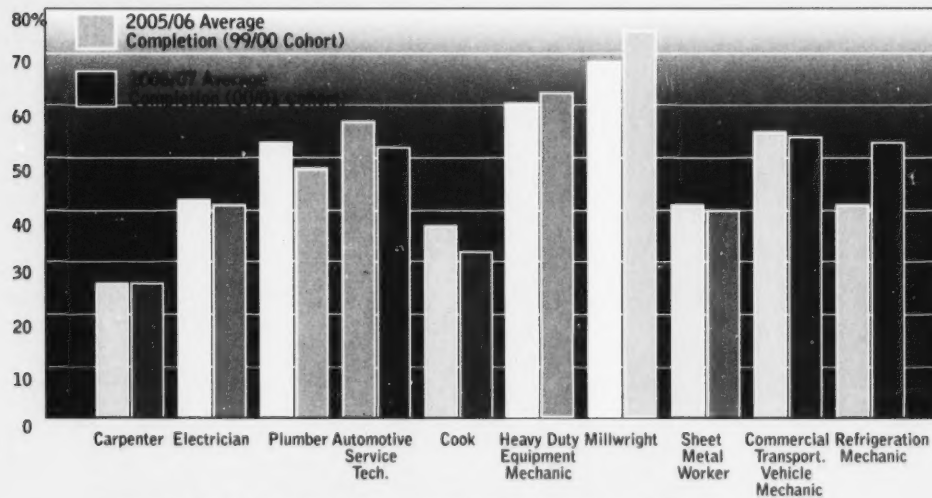
TOP TRAINING PROGRAMS
BY NUMBER OF REGISTERED APPRENTICES
As of March 31, 2007



BY NUMBER OF NEWLY REGISTERED APPRENTICES
During 2006/07



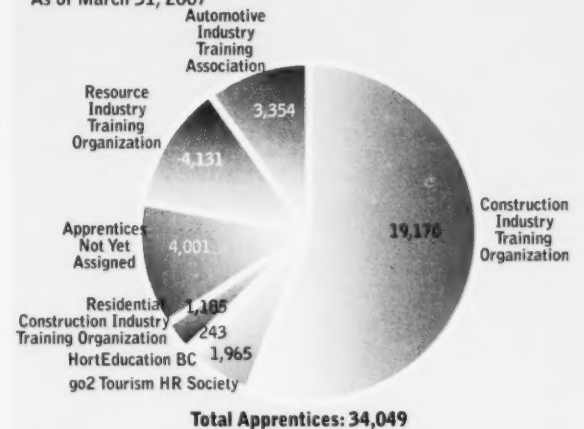
COMPLETION RATES



See page 16 for a description of the completion rate calculation methodology.

OPERATING INDUSTRY TRAINING ORGANIZATIONS: SCOPE OF RESPONSIBILITIES

NUMBER OF APPRENTICES
As of March 31, 2007



NUMBER OF PROGRAMS
As of March 31, 2007



KEY STATISTICS: TRAINING PROGRAMS

TOP TRAINING PROGRAMS

BY NUMBER OF REGISTERED APPRENTICES
As of March 31, 2007



BY NUMBER OF NEWLY REGISTERED APPRENTICES
During 2006/07

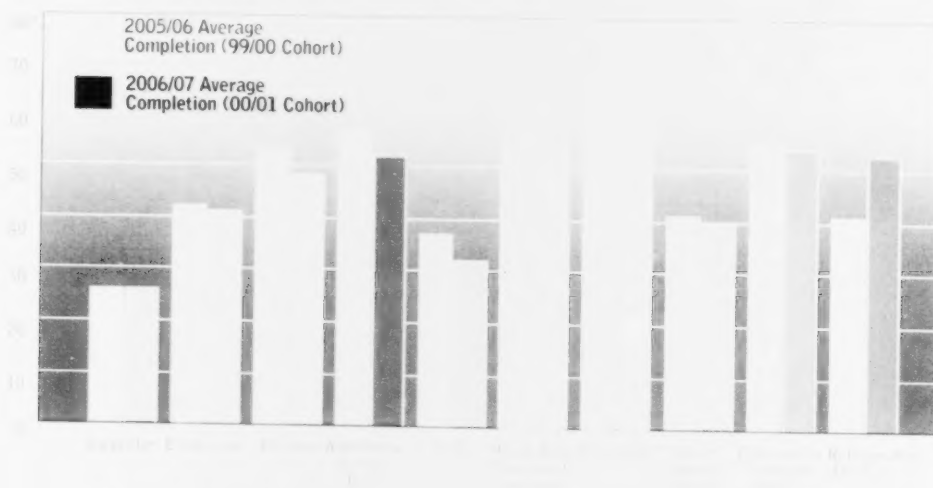


OPERATING INDUSTRY TRAINING ORGANIZATIONS: SCOPE OF RESPONSIBILITIES

NUMBER OF APPRENTICES
As of March 31, 2007



COMPLETION RATES



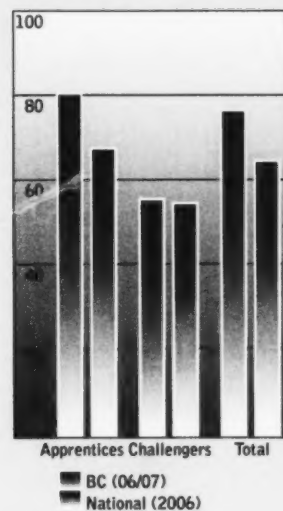
See page 16 for a description of the completion rate calculation methodology.

NUMBER OF PROGRAMS
As of March 31, 2007

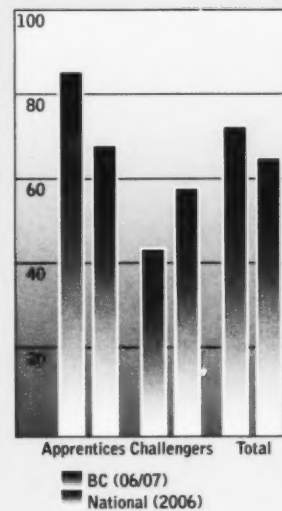


KEY STATISTICS: BC AND NATIONAL EXAMINATION PASS RATES

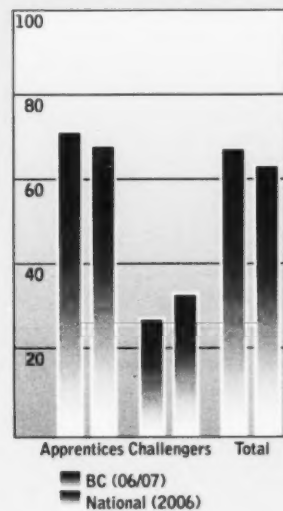
Carpenter



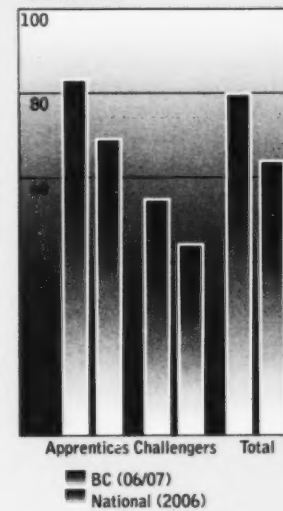
Electrician



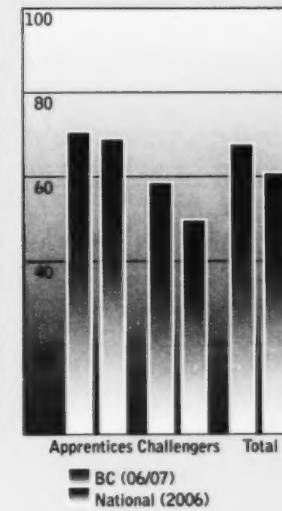
Plumber



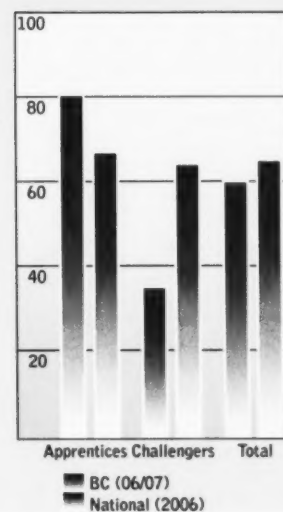
Automotive Service Technician



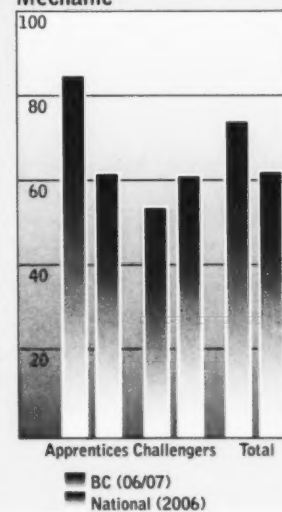
Cook



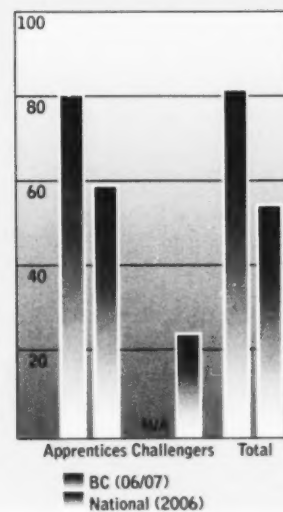
Millwright



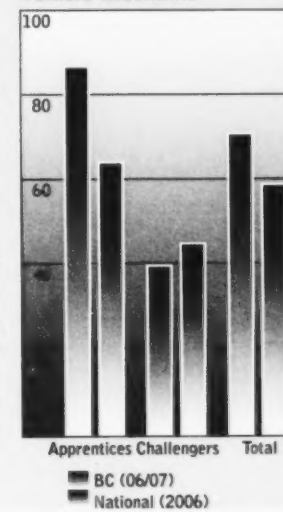
Heavy Duty Equipment Mechanic



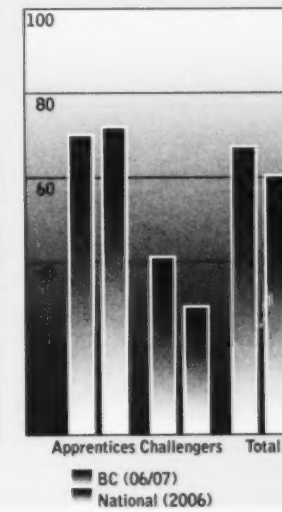
Sheet Metal Worker



Comm. Transportation Vehicle Mechanic

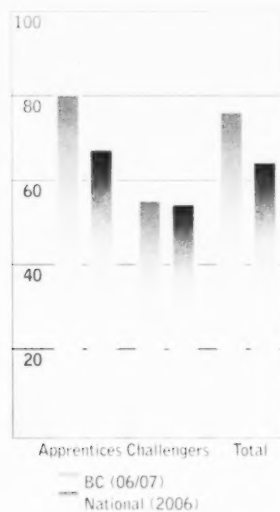


Refrigeration Mechanic

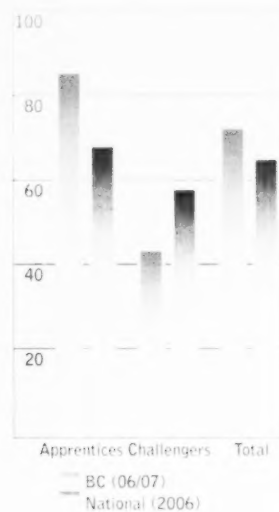


KEY STATISTICS: BC AND NATIONAL EXAMINATION PASS RATES

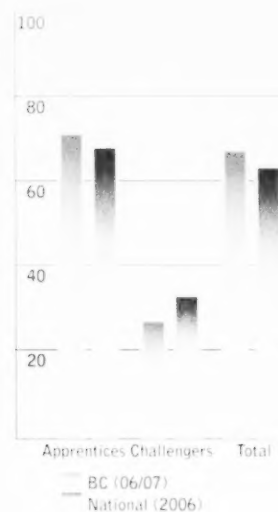
Carpenter



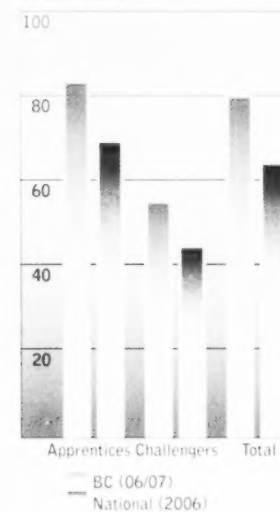
Electrician



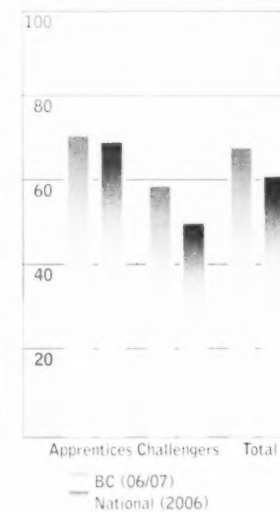
Plumber



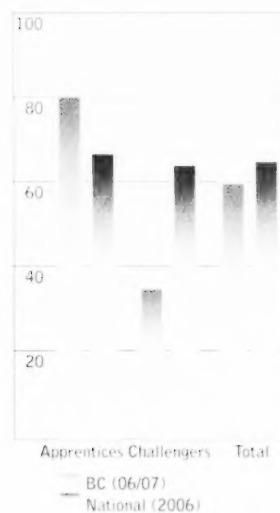
Automotive Service Technician



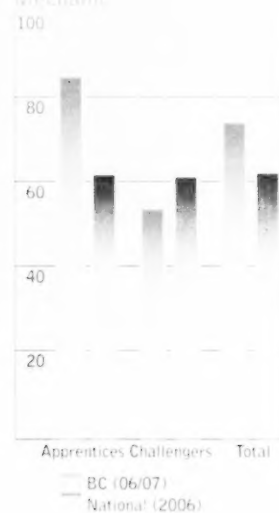
Cook



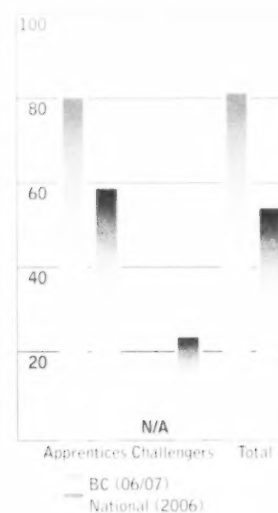
Millwright



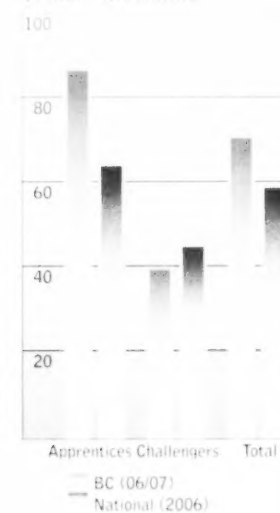
Heavy Duty Equipment Mechanic



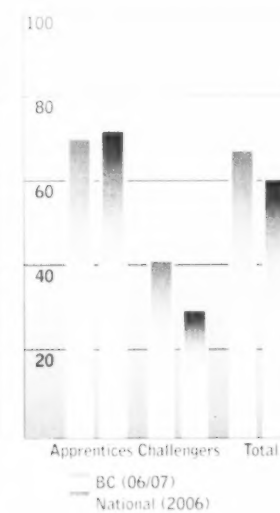
Sheet Metal Worker



Comm. Transportation Vehicle Mechanic



Refrigeration Mechanic



APPENDIX 1

Board of Directors

The members of the ITA's Board of Directors, and their committee responsibilities, are:

Bev Briscoe *	Finance (chair)
Frank Borowicz	Finance
Allan Bruce	Standards/Policy
Jack Carthy	Human Resources
Dana Francis	Standards/Policy
Barbara Naef	Finance
Frank Pasacreta	Standards/Policy (chair)
Gord Stewart	Human Resources and Standards/Policy
Jim Utley	Human Resources (chair)

* Term ended May 31, 2007. See page 2.

Senior Management

The members of the ITA's senior management team are:

Brian Clewes	Chief Executive Officer
Kevin Evans	Chief Operating Officer
Geoff Stevens	Vice President, Industry Relations
Sandy Steward	Vice President, Customer Service
Sue Deans	Chief Financial Officer, Director of Administration
Lisa Dooling	Director of Communications and Marketing
Joe Laminski	Director of Product Development
Lindsay Langill	Director of Red Seal Programs
Jeff Nugent	Director of Policy and Research
Russel Robertson	Director of Product Development
Ashifa Dhanani	Manager of Customer Service
Laura Exley	Manager of Product Implementation
Jessi Zielke	Manager of Youth Initiatives

APPENDIX 2

Additions to 2007/08-2009/10 Service Plan

The following is a list of the new goal and measures and sub-measures which are included in the ITA Service Plan for 2007/08-2009/10, which will supplement those reported on in this annual report. The full service plan, as well as monthly reporting on performance against it, is available at www.itabc.ca.

Goal 1: Expand Industry Training Participation (existing goal)

- All Participants – registered participants, credentials/credits awarded
- Apprenticeship Participants – registered participants, credentials awarded, completion rate
- Foundation Programs – registered participants, credentials awarded, completion rate, continuation to apprenticeship
- Youth Apprenticeship – registered participants, credits awarded, completion rate, continuation to apprenticeship, per cent of female participants
- Aboriginal Participation

Goal 2: Provide Infrastructure to Assure Effective Industry Engagement (existing goal)

- ITO Performance and Accountability Framework (business plans with measures and targets)

Goal 3: Expand Training Accessibility and Flexibility (new goal)

- Development of Alternative Training Model Strategy
- Number of Apprentices Using Alternative Models

Goal 4: Effective Financial and Accountability Framework re Program Delivery (existing goal)

- Number of Apprentices Waiting More Than 12 Months for Next Level of Apprenticeship Technical Training
- Apprenticeship Training Spaces Purchased
- Cost per Participant Trained

Goal 5: High-Quality Program Standards and High Client Satisfaction (existing goal)

No new measures

Goal 6: High Stakeholder Awareness and Intent to Participate by Target Groups (existing goal)

No new measures

Accredited Training Programs – Industry training programs that lead to a provincial credential, with an inter-provincial or Red Seal Endorsement.

ACE-IT – One of three programs to facilitate youth entry into Industry training, providing secondary school students with the opportunity to earn combined credit for high school and level one technical training, through partnership arrangements involving school districts, post-secondary training providers, and local employers.

Apprentice – A person who registers with the Industry Training Authority and pursues an industry training program – combining work-based training with technical or institution-based training – with the intent of obtaining an industry training credential.

BC Reporting Principles – A set of principles – endorsed by the government, legislature and auditor-general of BC – intended to enhance the quality of information disclosed by BC Crown agencies in their annual reports.

Credential/Certification – Formal recognition that an individual has successfully completed an industry training program. In BC, the industry training credentials issued upon apprenticeship completion take the form of a provincial Certificate of Qualification, possibly with an inter-provincial or Red Seal endorsement. Credentials are also awarded upon completion of a Foundation Program.

Foundation Programs – Pre-apprenticeship programs (including those formally known as Entry Level Trades Training Programs) directly aligned with apprenticeship programs, and providing an entry point by which participants can earn credit for level one technical training without the need for a sponsor who has committed to provide work-based training.

Industry Training Organization – An industry-directed, not-for-profit legal entity with responsibility for developing and managing industry training programs within a particular economic sector (e.g. horticulture, residential construction, automotive repair).

Industry Training Program – An occupation-specific program involving defined competencies and standards, assessment tools and a credential to be awarded upon successful completion. Includes both apprenticeship and Foundation Programs.

Recognized Training Programs – Industry training programs that lead to a provincial credential, to which an inter-provincial or Red Seal endorsement is not applicable.

Red Seal – An inter-provincial program providing a standardized endorsement for specific occupations/trades and allowing for greater labour mobility. Upon successful completion of a Red Seal exam, a Red Seal endorsement is added to the provincial credential.

Secondary School Apprenticeship – One of three programs to facilitate youth entry into industry training, providing secondary school students with the opportunity to earn combined credit towards completion of both the work-based training component of an apprenticeship and high school, as well as to qualify for a \$1,000 scholarship.

Sponsor – An individual or other legal entity (often, but not necessarily, an employer) that commits to ensuring that an apprentice receives work-based training relevant to his or her industry training program, and under the direction of one or more qualified individuals.

Technical Training – The institution-based component of an apprenticeship, consisting of instruction and evaluation in classroom and shop settings, and/or via distance learning.

Training Purchase Plans – Contractual agreements between the Industry Training Authority and training providers, specifying the types of industry training programs to be offered – and number of participants – in return for defined funding contributions.

YES 2 IT – One of three programs to facilitate youth entry into industry training, providing students in grades 6-9 with opportunities for hands-on exploration of trades careers, offered in partnership with local employers.



industry training authority

INDUSTRY TRAINING AUTHORITY

1223 - 13351 Commerce Parkway, Richmond, British Columbia V6V 2X7

Telephone: 604.214.8700 Fax: 604.214.8701 info@itabc.ca www.itabc.ca



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